Southwark Diocesan
Board of Education
Multi-Academy Trust

SCHEME OF DELEGATION

Including Scheme of Financial Delegation

ST MICHAEL'S, BEXLEY
CHURCH OF ENGLAND PRIMARY SCHOOL

2025 - 2030

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1. INTRODUCTION

1.1. The SDBE Multi-Academy Trust (the "Trust") was established on the 20th September 2016. The Trust operates and maintains a group of Church of England schools from within the Diocese of Southwark.

1.2. The Trust is both a company limited by guarantee, registered at Companies House (Company Number [10385920]), and, by virtue of its charitable object "to.... advance, for the public benefit, education in the United Kingdom..... by establishing Church of England schools" i.e. the schools within, is a charity.

1.3. The Trust is not a registered charity but an "exempt" charity, regulated by the Secretary of State for Education, who acts as the sector regulator.

1.4. The Trust's constitution is set out in its Articles of Association and this Scheme of Delegation has been put in place in accordance with the provisions of the Articles and should be read in the light of them.

1.5. The purpose of this Scheme of Delegation is to provide clarity as to the roles and responsibilities of those who contribute to the governance of the Trust and its member schools.

1.6. This Scheme is identical for all schools within the Trust, save for Section 2.1 (Composition of the Local Governing Body) which is unique to each school, and Section 2.2 (Withdrawal of Powers Delegated to the Local Governing Body). The terms outlines within Section 2.2 supersedes any powers granted or delegated throughout the later sections of this Scheme.

1.7. All those with governance and management responsibilities must be familiar with this Scheme of Delegation so that there is sufficient and proper challenge of those with leadership responsibilities.

1.8. The Scheme of Delegation will be reviewed annually to ensure it reflects any changes in legislation, school performance and/or statutory guidance. No change will be made to this Scheme without the approval of the Directors, save for Section 8, where the Executive Team may withdraw certain powers from the Local Governing Body (5.1.1).

2. SCHOOL SPECIFIC DETAILS

2.1. LGB COMPOSITION

No. Governors	Nominated By	Appointed By
2	SDBE	SDBE
5	The Parochial Church Council of St Michael's, East Wickham	SDBE
2		Parent or Carer
1	LA	SDBE
1	LGB	SDBE
1 Principle		SDBE
1 Staff		LGB

3. VISION AND VALUES

3.1. OUR VISION

Our vision is to 'create inspiring learning communities where all can grow and flourish, rooted in God's love, bearing fruit abundantly'.

3.2. PRINCIPLES FOR EFFECTIVE PARTNERSHIP

Those responsible for the governance and management of the Trust and the schools within, have committed to working in partnership, supporting one another, and there are clear principles underlying how that partnership will work:

3.2.1. Equal Partners

The schools in the Trust are always equal partners and the partners will strive for consensus in decision making, recognising that each school has both strengths and weaknesses.

3.2.2. The schools will seek to preserve and protect each other's distinctiveness and will be respectful of each school's respective ethos and mission. The schools will work collaboratively with each other, sharing resources, knowledge, and best practice, to fulfil the Trust's mission, vision, and values.

3.2.3. Transparency
All those involved in the running and oversight of the Trust and its member schools will be open and honest in their dealings with each other, always acting in good faith and recognising the value of independence and separation in relation to decision making.

3.2.4. Subsidiarity
Decisions are to be taken at the level nearest to those affected by those decisions which is compatible with the principles of solidarity and support for the common good, avoiding unnecessary bureaucracy and aiming so far as is possible to make changes to established practices only where it can be demonstrated there is a reasonable need.

3.2.5. Solidarity
All those with responsibility for the Trust and the schools within share a commitment to the mutual support of all schools for which the Trust is responsible, especially those that need assistance at any time.

4. ACCOUNTABILITY: GOVERNANCE AND MANAGEMENT STRUCTURES

4.1. STRUCTURE

The nature of the Trust as a company running multiple academies means there are many governance and management layers.

4.1.1. The "**Members**" of the Trust are equivalent to shareholders of a trading company, but as the Trust is charitable with no power to distribute profits to shareholders, the Members are best viewed as guardians of the constitution, changing the Articles if necessary and ensuring the charitable object is fulfilled.

4.1.2. Each Member's liability is limited to £10 and, in view of the limited liability and therefore scope for accountability, they have limited governance responsibilities and no day-to-day management responsibilities.

4.1.3. The corporate management and both "trustee" and "director" responsibility for the Trust is vested in the "**Trustees**", who will be trustees for charity law purposes and company directors registered with Companies House.

4.1.4. The Trustees are personally responsible for the actions of the Trust and the schools within and are accountable to the Members, the Secretary of State for Education, and the wider community for the quality of the education received by all pupils of the Trust and the expenditure of public money.

4.1.5. The Trustees are required as trustees, and pursuant to the Funding Agreements, to have systems in place through which they can assure themselves of the quality, safety, and good practice of the affairs of the Trust.

The Trustees meet as a board of Trustees, generally known as the "**Trust Board**".

4.1.6. All Trustees have the same responsibility to act in the best interests of the Trust and its member schools, irrespective of their role on the Board i.e. whether appointed in an executive capacity, such as the "Executive Team", or nominated by one or more of the schools.

4.1.7. The Trustees oversee the management and administration of the Trust and the schools run by the Trust and delegate authority and responsibility to others, including executive officers and individuals who are locally based who can undertake the day-to-day management and governance of the schools.

4.1.8. The Trust Board will have strategic and legal oversight of the Trust and will monitor all activities, determining the strategic direction of the Trust, assessing the performance of its member schools, and establishing and reviewing the policies and practices governing the life of its schools.

4.1.9. Article 101 of the Articles of Association provides for the appointment by the Trustees of committees to which the Trust Board may delegate certain functions and responsibilities.

4.1.10. The Trust Board has established "**Local Governing Bodies**" for each of the schools and their power is derived from the Trust Board. Like the Trustees on the Trust Board, the individuals (the "**Governors**") serving on a Local Governing Body are also responsible for fulfilling a local governance role, in conjunction with a **"School Leader"** (executive headteacher, headteacher or head of school, as the case may be), who is responsible for the internal organisation, management and

control of the school (as appropriate).

4.1.11. The Trust Board will also delegate management responsibility directly to the school leaders, who will report primarily to the Local Governing Body but subject to the oversight exercised by the Trust Board and the Executive Team.

4.1.12. To provide clarity of delegated responsibilities, a **"Governance Delegation Matrix"** is attached at Appendix 1.

4.2. ROLE OF THE MEMBERS

4.2.1. The Members are the guardians of the constitution, determining the governance structure of the Trust and providing oversight and challenge of the Trustees to ensure the charitable object of the Trust is being fulfilled.

4.2.2. Whilst the Members have limited legal and financial responsibility for the affairs of the Trust, the Department for Education recommends that there is some distinction between the Members and the Trustees as "this enables members who are independent of the trustees to provide challenge and scrutiny to the board" (Governance Handbook 2019).

4.2.3. The Trust will have three members, with one member being the Southwark Diocesan Board of Education itself (as a corporate member), one member being the Bishop of Southwark (or his nominee who will be an Area Bishop) and one being the Southwark Diocesan Board of Finance (as the corporate arm of the Diocesan Council of Trustees for the Diocese of Southwark). All three Members will be independent of the Trustees.

4.2.4. The Members' key responsibilities are:

4.2.4.1. to ensure the Object of the Trust are met, the Annual Report should address this which will be presented to the Members either at a General Meeting of the Trust held in accordance with the Articles of Association or by other means;

4.2.4.2. to determine the Trust's constitution and governance structure;

4.2.4.3. exercising either a direct power under the Articles or a statutory power under the Companies Act 2006 to appoint and remove Trustees.

4.2.5. Under the Articles, the Members appoint all the Directors to the Trust Board although the Directors may co-opt up to three additional Directors. The Members, Directors and Governors are required by the Articles to have regard to advice issued by the Diocese.

4.3. ROLE OF THE TRUSTEES AND THE TRUST BOARD

4.3.1. The Trustees (also known as directors) have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and maintaining of the schools (which includes taking existing schools into the Trust). The Trustees have the power to direct change where required.

4.3.2. As trustees of a charity, the Trustees have a fiduciary duty to act in good faith in the best interests of the Trust. This duty includes a responsibility to do the following:

4.3.2.1. to ensure compliance with any legal obligations;

4.3.2.2. to report on the charity's activities (the Trust must prepare accounts in accordance with the Statement of Recommended Practice for Charities, the "Charity SORP");

4.3.2.3. to fulfil the charitable object of the charity as set out in its constitution (i.e. the Articles of Association) and to act in a way which is compliant with the rules of the charity contained in the Articles;

4.3.2.4. to act with integrity and to avoid any personal conflicts of interest and not to misuse any charity funds or assets;

4.3.2.5. to act prudently in the financial management of the Trust, avoiding putting any assets, funds, or the reputation of the Trust at undue risk;

4.3.2.6. to exercise reasonable care and skill, using personal knowledge and experience to ensure the Trust is well and efficiently run; and

4.3.2.7. to act responsibly, getting advice from others, including professional advisors, where appropriate.

4.3.3. The Trustees must act independently and in the best interests of the Trust even if those interests' conflict with those of the body or organisation that might have appointed or nominated such Trustees to serve on the Trust Board.

4.3.4. The Trust Board has adopted a formal Conflict of Interest Policy, to assist all those involved in the running of the Trust at every level to avoid and manage conflicts.

4.3.5. Specific attention must be given to any arrangement whereby a Member or Director will personally benefit from an arrangement and the Conflict of Interest Policy makes reference to both the restrictions in the Articles of Association and the ESFA's guidance on "related party transactions" to which all those involved in the running of the Trust must have regard. This policy recognises the fundamental and necessary relationship between the Trust and the Academies in both governance and management terms and that individuals may serve in several capacities and at numerous levels within the Trust.

4.3.6. The specific tasks and responsibilities of the Trust Board are as follows:

4.3.6.1. to determine and fulfil the shared vision and ethos of the Trust and the Academies, acknowledging the uniqueness of each individual school and the needs of the communities they serve;

4.3.6.2. to develop a strategic plan for the Trust and to communicate that plan effectively so this can be implemented across the Trust and across all member schools. This includes determining any future expansion of the Trust and the relationship that the Trust has with the Secretary of State for Education (also including the Department for Education, the Education and Skills Funding Agency and Ofsted);

4.3.6.3. to develop and support strategic partnerships with other bodies and organisations, including service providers and government agencies, which will further the Trust's strategic plan;

4.3.6.4. to act as a critical friend to the Executive Team and each of the Local Governing Bodies and to ensure they are effective;

4.3.6.5. to determine and through the Executive Team, ensure the implementation of policies and procedures which it is intended will result in the achievement of a consistently high standard of education and financial prudence across the Trust, dealing with (but not limited to) the following:

- Human Resources/Employment
- Audit & Risk Management
- Contingencies and Reserves (both central and at School level)
- Governance
- Health & Safety
- Operational Matters
- Standards and Educational Performance
- Data Management
- Complaints and Appeals
- Legal Compliance

4.3.6.6. to work with the Local Governing Bodies to provide governance and leadership support as well as direct school improvement support, facilitating the development of school action plans where required;

4.3.6.7. working with the sponsor, to make or facilitate the making of suitable appointments of Governors who will serve on the Local Governing Bodies, including removing governors who fail to fulfil the expectations of Governors set out in this Scheme of Delegation;

4.3.6.8. to approve the overall Trust budget and allocations to the member schools including determining the budget for any shared or central expenditure and support (acknowledging the delegation of the school's budget to the school which the Local Governing Body will monitor as set out in this Scheme of Delegation) and establish a Finance & Resources Committee to support the Trust Board in this function;

4.3.6.9. to appoint School Leaders and, in conjunction with the Executive Team and Local Governing Bodies, to determine the framework within which the performance of the school leaders will be carried out;

4.3.6.10. to have power to provide and monitor or evaluate the delivery of the central or shared services and functions provided by the Trust, emphasising the benefits of collaborative working across the group and procurement efficiencies for common services and resources and ensuring that comprehensive support is provided to the Trust's member schools;

4.3.6.11. to ensure there is a proper system for the internal audit of the accounts of the Trust (including member schools) and the financial procedures followed by the schools, facilitating the audit of the Trust's accounts by the Trust's auditors.

4.3.6.12. to establish a formal Audit & Risk Committee, which will be responsible for carrying out periodic audits of the group's financial processes, procedures, and accounting records;

4.3.6.13. to act as the ultimate decision maker in relation to any appeals by staff following disciplinary or grievance procedures;

4.3.6.14. to ensure appropriate advice is available to the Trust and its schools in relation to legal and compliance matters;

4.3.6.15. to ensure that insurance or risk protection cover is put in place and maintained for all risk areas including damage to property, employer liability, public and third-party liability, and director/trustee liability;

4.3.6.16. to liaise with and support the Local Governing Bodies ensuring there is collaboration across the Trust, emphasising and facilitating the benefits of such collaboration.

4.3.7. The following are the core competencies and skills expected of all Trustees:

4.3.7.1. to work as a team;
4.3.7.2. to attend meetings and be prepared to contribute to discussions;
4.3.7.3. to be respectful of the views of others and to be open to new ideas and thoughts;
4.3.7.4. to treat all confidential information confidentially;
4.3.7.5. to develop a deep understanding of the vision and ethos of the Trust and its member schools and the roles played by all individuals in fulfilment of the mission of the Trust;
4.3.7.6. to understand the policies and procedures of the Trust and how these flow to its member schools;
4.3.7.7. to support the Trust and its member schools in public and act as an ambassador;
4.3.7.8. to commit to training and skills development
4.3.7.9. to be ready to ask questions;
4.3.7.10. to be focused on problem solving and be ready to learn from past experiences.

4.3.8. Specific skills may be needed if a Trustee is to take responsibility for and lead on a specific area. For example, some Trustees may lead on finance, premises or facilities, leadership appointments or standards. A regular skills audit will be undertaken, and Trustees should expect to be able to articulate their contribution to the success of the Trust and its schools.

4.3.9. The organisation of the Trust Board is set out in the Articles of Association, which determine meeting frequency, quorum and the appointment of a chair and vice chair.

4.3.10. The Trust Board is required to meet at least 6 times a year and the quorum for any meeting is the greater of 3 and a third of the Trustees appointed at any one time.

4.4. THE EXECUTIVE TEAM

4.4.1. As a non-executive body, the Trust Board must rely on others to fulfil the executive functions. The Trust Board will delegate functions relating to the management of the Trust to the Chief Executive Officer.

4.4.2. The Chief Executive Officer will fulfil the role of the Accounting Officer and is accountable to the Trust Board.

4.4.3. The Executive Team works directly with the staff in each School and the Local Governing Bodies to ensure that the required outcomes are achieved in accordance with the direction and vision of the Trust Board.

4.4.4. The responsibilities of the Executive Team are:

4.4.4.1. to manage the processes for schools joining the Trust (including carrying out appropriate due diligence and identifying any actions required to address areas of weakness or opportunities for improvement);

4.4.4.2. to advise on and facilitate or provide (as required) the necessary operational and management support to each school, advising on policies in core areas of activity in accordance with the requirements of the Trust Board. These core areas include legal compliance, risk management, teaching and learning/standards, training (Governor and staff), finance, HR and ICT;

4.4.4.3. to specify management controls and reporting requirements, audit the associated processes, procedures, and outcomes in each school, identify and deliver appropriate training and support and report to the Trust Board on progress and concerns;

4.4.4.4. to implement and review systems for the benchmarking of the schools across the group (including financial as well as educational performance), developing systems for cross fertilisation and supporting the Local Governing Bodies in maximising the opportunities for resource sharing and collaboration;

4.4.4.5. to ensure that insurance and/or risk protection cover is put in place and maintained for all risk areas including damage to property, employer liability, public and third-party liability, and director/trustee liability;

4.4.4.6. to undertake the strategic management of the whole school estate, advising the Trust Board on areas of risk and assessing the Trust's overall safeguarding responsibilities, including drawing up a long-term estate plan which identifies areas in need of expansion and/or development and assets likely to be surplus to requirements; and

4.4.4.7. to take a lead on any capital bids and allocations, supporting the schools' premises teams to carry out works safely and cost effectively.

4.4.4.8. To approve the dates and scope for all statutory and additional Inset day/s, whether these be unique to the individual schools or as a common Inset day/s across the Trust.

4.4.5. The cost of the functions undertaken by the Executive Team and the Trust Board are generally funded on a fair and equal basis (by a contribution based on a percentage of the central government funding provided for each school (the "Support Cost Contribution"). This contribution will be set each year against a budget for the shared costs approved by the Trust Board.

4.4.6. Additional funding received by the Trust from other non-school sources (such as other government grants) will contribute directly to the running and development costs of the Trust. A school will likely be required to reimburse any third-party costs payable to consultants where additional support has been agreed or has been necessary.

4.4.7. The Executive Team may direct school leaders to take certain steps to ensure the operational, financial and/or educational stability of a school.

Such steps may include, but are not limited to, the review and/or implementation of revised financial, operational, or educational plans, the school's staffing structure and overall workforce size. Such decisions will ordinarily be discussed between the Headteacher and Governors and approved by Governors but may also be approved by the CEO where there is a need to act swiftly in the interest of the school/Trust and its future stability. In the rare event that agreement cannot be reached between the School and the Trust, the ultimate decision rests with the Executive Team as the accountable body acting on behalf of the Trust Board.

The trust may direct the use of a supplier, service, software or subscription if it can be assured of the value adding it

provides to the operation and/or performance of the school and/or Trust.

4.5. THE ROLE OF THE GOVERNORS AND THE LOCAL GOVERNING BODIES

4.5.1. The role of a Governor within a Trust is an important one. In developing a governance structure, the Trust has sought to ensure that as much as possible the responsibility to govern is vested in those closest to the impact of decision making and that such responsibility matches the capacity of those assuming responsibility.

4.5.2. The Trust Board has established Local Governing Bodies for each of the Trust's member schools, for the most part made up of individuals drawn from the school's community, both as elected and appointed members.

4.5.3. The Governors serving on such Local Governing Bodies are accountable to the Trust Board (which in turn is accountable to the Members and to the Department for Education) as well as to the communities they serve.

4.5.4. Whilst not trustees under charity law, Governors are nevertheless under a duty to act in good faith and in the best interests of the school and the Trust. This duty includes a responsibility to do the following:

4.5.4.1. to ensure the school complies with its legal obligations;
4.5.4.2. to fulfil the charitable object of the Trust;
4.5.4.3. to act with integrity and to avoid any personal conflicts of interest and not to misuse any charitable funds or assets of the school or the Trust;
4.5.4.4. to act prudently in the financial management of the School, avoiding putting any assets, funds or reputation of the school or the Trust at undue risk;
4.5.4.5. to exercise reasonable care and skill, using personal knowledge and experience, to ensure the school is well and efficiently run;
4.5.4.6. to act responsibly, getting advice from others from within the Trust and if appropriate external professional advisers;
4.5.4.7. to act in accordance with the LGB Code of Conduct and according to the Nolan Principles;
4.5.4.8. to act in accordance with any authority delegated to him or her, including complying with any regulation or requirement of those from whom delegated authority is received; and
4.5.4.9. to act as an ambassador of the Trust and in a way which is consistent with the vision and ideals of the Trust.

4.5.5. Governors must act independently and in the best interests of the school even if those interests' conflict with those of the body or organisation that might have appointed or nominated them to serve on the Local Governing Body.

4.5.6. As with the Trustees, the Governors must comply with the Trust's Conflict of Interest Policy, which recognises the important relationships between the Trustees, the Governors, and the Diocese.

4.5.7. The specific tasks and responsibilities of the Governors are as follows:

4.5.7.1. to fulfil the vision and ethos of the Trust in so far as it relates to the school, ensuring that the school achieves the aims and ambitions it has for its pupils, having regard to the benefits of being part of a family of schools which stresses the importance of collaboration and mutual support;

4.5.7.2. to review from time to time and ensure the implementation of the school's strategy for improvement as set out in its development plan, focusing on the school's performance, and achieving sustained school improvement and having regard to any locally agreed priorities identified by the Trust Board;

4.5.7.3. to provide support and challenge (and act as a critical friend) to the school's senior leadership team, being ready to challenge and hold senior leaders to account for all aspects of the school's performance;

4.5.7.4. to oversee the management of the finances of the school, assessing the annual budget prepared by the School Leader (with the support of the school's senior leadership team) and submitting this for approval by the Trust Board, ensuring that the school lives within its funding envelope and adopts and implements appropriate risk and financial

management policies as prescribed by the Trust Board for application across all Trust schools;

4.5.7.5. to support the School Leader in the development and review of an appropriate and affordable staffing structure for the school, ensuring there is a robust and accountable monitoring of the performance of staff and implementing all policies relating to staff adopted by the Trust Board;

4.5.7.6. to support the Trust Board in its monitoring and evaluation of the delivery of any central or shared services and functions provided or procured by the Trust for the schools, reporting any issues or concerns to the Executive Team and, if necessary, the Chair of the Trust Board;

4.5.7.7. to promote the benefits of collaboration with the other schools and to actively seek opportunities to work together with the aim of improving economic efficiency within the schools or identifying and implementing best practice;

4.5.7.8. to develop links within the school's community, communicating openly and frequently as appropriate and ensuring that the school meets its responsibilities to the community and serves the community's needs in relation to the safeguarding and education of its pupils; and

4.5.7.9. to engage fully and openly with any inspection of the school, whether by the Trust Board, Ofsted, or any other public body to which the school is accountable.

4.5.8. Individual Governors may be given primary responsibility for functions such as standards, finance, premises, and resources with a view to matching skills and experience to functions. This will not affect collective and overall individual responsibility, but Governors are expected to use their skills and experience in the fulfilment of their duties.

4.5.9. Subject to the provisions of the Companies Act 2006, every member of the Local Governing Body or other officer or auditor of the Trust acting in relation to a school shall be indemnified out of the assets of the Trust against any liability incurred by him or her in that capacity in defending any proceedings, whether civil or criminal, in which judgement is given in favour of him or her, or in which he or she is acquitted or in connection with any application in which relief is granted to him or her by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Trust.

4.5.10. As with the Trustees, the following are the core competencies and skills expected of all Governors:

4.5.10.1. to work as a team;
4.5.10.2. to attend meetings and be prepared to contribute to discussions and commit to agreed actions;
4.5.10.3. to be respectful of the views of others and to be open to new ideas and thoughts;
4.5.10.4. to treat all confidential information confidentially;
4.5.10.5. to develop a good understanding of the vision and ethos of the Trust and its member schools and the roles played by all individuals in fulfilment of the Trust's mission;
4.5.10.6. to understand the policies and procedures of the Trust and how these flow to the Trust's member schools;
4.5.10.7. to support the Trust in public and act as an ambassador of the Trust;
4.5.10.8. to commit to taking responsibility for his or her own training and development needs, including attending training as appropriate and to take part in regular self-reviews and skills audits;
4.5.10.9. to be ready to ask questions;
4.5.10.10. to be focused on problem solving and be ready to learn from past experiences.

4.5.11. Specific skills may be needed if a Governor is to take responsibility for and lead on a specific area. A regular skills audit will be undertaken, and Governors should expect to be able to articulate their contribution to the success of the school.

4.5.12. The Trust Board also recognises the role that its schools play in their communities. The Local Governing Bodies shall ensure that any such involvement is not inconsistent with the object of the Trust and the restrictions on the use of its charitable resources and any advice or restriction placed on the Trust by the Secretary of State.

4.5.13. The Local Governing Body shall ensure that any formal collaboration with third parties, including any with which the Trust has a strategic partnership, is appropriately documented and the details notified to the Trust.

5. DELEGATED AUTHORITY AND RESPONSIBILITIES OF THE LOCAL GOVERNING BODY

5.1. GENERAL PROVISIONS

5.1.1. The Trust Board reserves the right to review and alter this Scheme of Delegation and the level of delegated responsibility at any time, noting that it will be reviewed for its effectiveness annually. This authority to alter an individual school's Scheme has also been delegated to the Executive Team who may revoke delegated responsibilities in line with clause 4.4.8.

5.1.2. Whilst the Scheme cannot take the form of a legally binding contract and is subject to the overriding duty on the Trustees to act freely and in the best interest of the Trust, in so far as the Trustees are able to do so, they agree to abide by its provisions and will consult the Local Governing Bodies on any significant changes.

5.1.3. Those to whom delegated responsibility is given must acknowledge the limitations on their authority and must not act outside of their authority.

5.1.4. Any wilful disregard of the matters expressed in this Scheme is likely to lead to delegations within the Scheme being withdrawn. In the event of serious disagreement between the Trust Board and a Local Governing Body, which cannot be resolved by the Chair of the Local Governing Body discussing the matter with the Chair of the Trust Board, the matter may be referred to the ESFA.

5.1.5. As a matter of general principle, the Local Governing Body will adopt and will comply with all policies adopted by the Trust Board and will comply with any direction issued by the Trust Board and have regard to any advice given. In particular, the LGB will comply with the Conflicts of Interest Policy prescribed by the Trust.

5.2. FINANCE AND AUDIT

5.2.1. The Local Governing Body shall typically have the following powers, namely:

5.2.1.1. to expend the funds of the Trust received in respect of the school in such manner as the Local Governing Body shall consider most beneficial for the running of the school within the approved budget; and

5.2.1.2. to propose contracts on behalf of the school which are within the scope of the Local Governing Body's responsibility as set out in this Scheme of Delegation, subject to the authorisation limits as set out in the **"Scheme for Financial Delegation"** annexed to this Scheme of Delegation as Appendix 2 .

5.2.2. Each School will share a common bank account, which shall be operated by the Trust. All cheques, BACS and orders for the payment of money from such account shall be signed by or authorised in accordance with the Scheme for Financial Delegation.

5.2.3. No Trust/School monies (whether authority to make expenditure has been devolved to the Local Governing Body) shall be paid into any bank account other than a bank account authorised by the Trust Board.

5.2.4. The Trust's accounts shall be the responsibility of the Trust Board, but the School Leader of the school shall provide such information about the school, as often and in such detail and format as the Executive Team, shall reasonably require, in order to carry out an internal audit of the schools in accordance with the requirements of the Education and Skills Funding Agency's Academies Financial Handbook.

5.2.5. The Local Governing Body shall ensure that proper procedures are put in place for the safeguarding of funds and that the requirements of the Academies Financial Handbook and the Funding Agreements are always observed as well as any requirements and recommendations of the Audit & Risk Committee and the Education and Skills Funding Agency.

For the avoidance of doubt, the Local Governing Body acknowledges the restriction on borrowing contained in the Funding Agreements.

5.2.6. The Trust Board acknowledges the Local Governing Body's right and intention to use any voluntary (i.e. non grant) funds (including any restricted funds) raised by the school for the purposes for which they have been raised and otherwise solely at the discretion of the Local Governing Body, provided this is consistent with the charitable object of the Trust.

5.2.7. Proper accounts will be kept by the school, showing the receipt and use of such funds and the extent to which, such funds are restricted, in the light of the obligation on the Trust to note these funds separately in the Trust accounts. Any voluntary funds will be held in a bank account approved and established by the Trust to ensure compliance with its statutory duties.

5.2.8. The Trust Board also acknowledges that, from time to time, its member schools may seek to generate additional funds by undertaking certain activities, such as: lettings, the provision of sporting and recreational facilities, running a nursery and/or providing childcare, teacher training, providing, and supporting ICT and other administrative services.

5.2.9. In some cases, and particularly where such activities do not fall within the charitable object of the Trust, these may need to be channelled through a trading subsidiary, decisions about which will be made by the Trust Board.

5.2.10. Any income generated from such school activities and/or gift aided by a trading subsidiary to the Trust in respect of a particular school's activities shall be delegated to the Local Governing Body. Such funds will be noted separately in the accounts of the school and, like all schools' funds, will be subject to any reserves policy operated by the Trust Board.

5.2.11. The Local Governing Body shall provide sufficient funds to enable the Trust to place such insurance or risk protection cover as is necessary to protect the school/Trust from loss and other risks that shall include (but shall not be limited to) the following, as directed by the Trust Board:

5.2.11.1. land, buildings and contents;
5.2.11.2. public, employer's and hirer's liability;
5.2.11.3. trustees'/directors' and governors' liability and professional indemnity;
5.2.11.4. personal accident and school journeys;
5.2.11.5. terrorism and business interruption;
5.2.11.6. money and fidelity;
5.2.11.7. legal expenses, libel and slander;
5.2.11.8. threats to the collective operation of the Trust;
5.2.11.9. engineering.

5.2.12. The Local Governing Body will fulfil any requirements of the Trust Board and will notify the Trust Board (or as directed) as soon as reasonably practicable following the occurrence of an event in respect of which insurance or risk protection cover has been obtained.

5.2.13. The School Leader is responsible for notifying the Trust and insurers or the ESFA (as the case may be). The Executive Team and the School Leader will provide each other with all necessary information and assistance as may be needed for the management of any insurance claims or claims for reimbursement from the Education and Skills Funding Agency.

5.2.14. Where a school has been identified as being financially 'high risk', for example as a result of falling pupil numbers or not able to set a balanced budget this year or next, the Trust may categorise the school as being a 'Financially Vulnerable School'.

Schools in this category will experience significantly reduced financial autonomy (as to continue without balancing their budget, either currently or in the near future, would necessitate using reserves from other schools within the Trust who too require them).

Previously delegated responsibilities such as appointing, reappointing or reorganising staffing will be de-delegated, as well as other financial freedoms, and will require approval from the Trust's Management Team before proposing or committing to any change. A school will be notified if it has been categorised at being a "Financially Vulnerable School' and the freedoms that have been de-delegated.

5.3. CURRICULUM AND STANDARDS

5.3.1. The Trust Board shall be responsible for setting and reviewing the curriculum priorities for the schools but shall have regard to the views of Local Governing Bodies in recognition of the Trust Board's obligation to the Secretary of State to provide a broad and balanced curriculum.

5.3.2. The Local Governing Body shall be responsible for the standards achieved by a School and the pupils attending the school. The Local Governing Body will support the School Leader in the development and implementation of any action plan or school development plan which is to address any weaknesses and areas for improvement of standards and overall attainment at the School, but in so doing shall observe any advice and recommendations of the Central/Executive Team, particularly in relation to benchmarking and target setting.

5.3.3. The Local Governing Body will be responsible for the curriculum on a day-to-day basis and for implementing any strategic plan for the improvement of standards and attainment at the school.

5.3.4. The Local Governing Body will develop appropriate links with other local schools or education organisations to promote best practices in learning and development and to facilitate peer to peer review and support. The Local Governing Body may also promote and develop links with local businesses and community organisations which are designed to enrich the school life of pupils and foster citizenship.

5.4. PERSONNEL

5.4.1. School Leader/Headteacher

5.4.1.1. The formal power to appoint the School Leader, Deputy School Leader and other members to the Senior Leadership Team (including: headteacher, deputy headteacher, assistant headteacher, head of school and business manager, or similar) of each School is vested with the Members in accordance with Article 107A.

5.4.1.2. The Trust Board, acting under delegated powers from the Members, must consult the Local Governing Body (where one exists). Whenever a senior appointment is to be made, the LGB will establish an appointments sub-committee. A member of the Trust's Executive Team and/or their delegate will form part of the interview panel, which will include an appropriate number of representatives of the Local Governing Body. In addition, and on an advisory basis, a Diocesan Adviser and either an LA advisor or other suitable professional advisor may be invited to attend if appropriate/required.

5.4.1.3. The appraisal and performance management of the School Leader will be jointly undertaken by the Local Governing Body and the Executive Team adopting the procedures set out by the Trust Board. Any disciplinary action or capacity review will be undertaken by the Trust Board.

5.4.1.4. The Trust Board may delegate such powers and functions as it considers are required by the School Leader for the internal organisation, management and control of the school (including the implementation of all policies approved by the Trust Board relating to teaching and learning at the School).

5.4.2. Other Staff

5.4.2.1. The Local Governing Body, through the School Leader, shall be responsible for the appointment of all other staff to be employed at the School, provided that the Local Governing Body and School Leader shall:

5.4.2.1.1. implement and comply with all policies dealing with staff issued by the Trust Board;

5.4.2.1.2. take account of any pay terms set by the Trust Board;

5.4.2.1.3. adopt any standard contracts or terms and conditions for the employment of staff issued by the Trust Board;

5.4.2.1.4. adopt appropriate and transparent procedures for the recruitment of staff;

5.4.2.1.5. manage any claims and disputes with staff members having regard to any advice and recommendations or directions given by the Trust and/or its insurers;

5.4.2.1.6. bring to the attention of the Executive Team and, if required, the Trust's insurers without delay any claims or disputes with staff that may require a hearing by a panel of members of the Local Governing Body; and

5.4.2.1.7. seek the approval of the Executive Team where the incurring of significant cost is in contemplation either in relation to the appointment or resignation of a member of staff, including in relation to ill health, retirement or the settlement of any claims or grievances.

5.4.2.2. The School Leader shall carry out or delegate to appropriate staff the performance management of all staff and shall put in place procedures for the professional and personal development of staff, taking into account any training and support available from or procured by the Trust Board.

5.5. ADMISSIONS AND EXCLUSIONS

5.5.1. The Local Governing Body shall be responsible for the determination each year and the reviewing from time to time of the school's admissions policy, provided that no material change will be made to the admissions criteria without the approval of the Executive Team, who may refer issues to the Trust Board.

5.5.2. The LGB must continue to comply with the terms of the statutory Admissions Code. The LGB will undertake consultation as required by the Admissions Code, including consultation beforehand with the SDBE.

5.5.3. The LGB shall be responsible for the admission of pupils to the school in accordance with the policy determined.

5.5.4. Any decision to expand the school (or admit more than 5 pupils over its PAN) must be approved by the Trust Board, which will consider the recommendation of the Local Governing Body.

5.5.5. Any appeal in relation to admissions shall be heard by an independent appeal panel established and authorised by the Local Governing Body on behalf of the Trust.

5.5.6. The Local Governing Body shall consider any proposal by the School Leader to exclude any pupil (whether for a fixed term or permanently) and will be the appropriate body for any reconsideration of its decision not to reinstate if so required by an independent review panel. Any decision by the School Leader to permanently exclude a pupil (or to put in place a fixed-period exclusion which will result in a pupil having been excluded within that academic year for a period in excess of 45 school days), as well as comply with the DfE's Exclusions Guidance, must, except in exceptional circumstances, be made only following consultation with the Executive Team and in compliance with any guidance issued by or on behalf the Trust Board including by the Executive Team on behalf of the Trust Board (either generally or specifically in respect of an exclusion). Where required, the Trust Board will convene the independent review panel.

5.6. PREMISES

5.6.1. The day to day maintenance and care of the buildings and facilities used in respect of the school is the responsibility of the Local Governing Body (with management responsibility being delegated to the School Leader), which shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of Trust

(and/or any others) as owner of such buildings and facilities.

5.6.2. The Local Governing Body shall support the Executive Team in developing a long-term estate management strategy that will identify the suitability of buildings and facilities considering long-term curriculum needs and the need for and availability of capital investment to meet the Trust's legal responsibility to ensure the buildings and facilities used by each school are maintained to a good standard.

5.6.3. Short term lettings and day to day uses of the school buildings and playing fields will be the responsibility of the Local Governing Body, which shall comply with any policy issued by the Trust Board.

5.6.4. The overall responsibility for any significant capital works at the school will be that of the Trust Board.

5.7. COMMUNITY ACTIVITIES AND COMMUNITY ENGAGEMENT

5.7.1. Whilst the undertaking of any activities which would be described as part of the school's "extended schools agenda" or any activities designed to generate business income, will be the responsibility of the Local Governing Body, this shall only be undertaken in a manner consistent with any policy set by the Trust Board and having regard to the viability of such activities, the impact on the school's activities and any financial implications, such as the threat of taxation in light of the Trust's charitable object and any threat to funding provided by the Secretary of State.

5.7.2. The Local Governing Body is responsible for all community engagement and consultation and will acknowledge and reinforce the vision of the Trust in all communications. The Trust acknowledges the importance of building and maintaining good relations with other local schools and local businesses and organisations.

6. SUPERVISION AND INTERVENTION - RISK MANAGEMENT

6.1. SUPERVISION AND REPORTING

6.1.1. Notwithstanding the level of delegated responsibility, the Trustees remain legally responsible for all matters in connection with the Trust's member schools and they are required to have systems in place through which they can assure themselves of quality, safety, and good practice in each school.

6.1.2. The Local Governing Body (or School Leader) will regularly report on its activities and any risks in the operation of the school at such times and adopting such format as is specified by the Trust Board.

6.1.3. The Local Governing Body is appointed as a sub-committee of the Trust Board and as such has no separate legal status to that of the Trust or the Trust Board.

6.1.4. Consequently, any act or omission of the Local Governing Body or any officer of the Trust or the School that subsequently leads to prosecution or other litigation will be a liability of the Trustees and any event in a school that might lead to public criticism or adverse publicity or damage to the reputation of the Trust will also be concern for the Trust Board. In any such events, the Chair of the Local Governing Body or the School Leader will immediately advise the Executive Team. These events will include the following (but shall not exclude any other event that falls within the generality of the circumstances described above):

6.1.4.1. any event leading to loss of life or critical injury on the premises of the school or during an event off the premises organised or supervised by school staff;

6.1.4.2. any sexual or violent or illegal act against a child committed by any adult while on the premises of the school or by a member of staff in any circumstances;

6.1.4.3. the suspension or summary dismissal of any member of staff;

6.1.4.4. any event that requires a report to the Health and Safety Executive or that results in the service of a legal notice on the school alleging a breach of fire or health or safety law or regulations;

6.1.4.5. any event that requires a formal hearing by a panel of representatives of the school or that results in the service of a legal notice on the school alleging a breach of employment law or regulations.

6.2. INTERVENTION AND REMOVAL OF DELEGATED RESPONSIBILITY

6.2.1. The Local Governing Body shall work closely with, and shall promptly implement, any advice or recommendations made by the Executive Team in respect of standards and performance, particularly where areas of weakness have been identified.

6.2.2. If rapid intervention is required, the Executive Team expressly reserves the unfettered right to review or remove any power or responsibility conferred on the Local Governing Body under this Scheme of Delegation.

6.2.3. Any Local Governing Body of any School which is part of the Trust may be dissolved and an Intervention Board put in place, the details of which are referred to below.

6.2.4. Notwithstanding the above, the Trust Board and the Local Governing Body acknowledge the value of maintaining a good working relationship particularly in light of the levels of delegated responsibility within the Trust and the impact this may have on the ability of the Trust Board and/or the Local Governing Body to react when standards are falling and/or there is evidence of financial imprudence exposing the School or the Trust to a threat of intervention. The Trust Board and the Local Governing Body make the following commitments to each other:

6.2.4.1. to discuss openly any weaknesses or any situation which may in the opinion of either party potentially lead to intervention by the Secretary of State;

6.2.4.2. to use all reasonable endeavours to agree the measures to be taken to improve standards and the performance of the school and to support each other in the implementation of those measures;

6.2.4.3. to allow each other the opportunity to effect improvements at the school provided such steps do not undermine the collaborative and respectful approach being adopted by each;

6.2.4.4. not to remove or deny delegated authority without first agreeing to put in place for an appropriate period a transition or improvement board whose responsibility it will be to address the areas of weakness.

6.2.4.5. in relation to the Trust Board, not to exercise any power to remove a School Leader or to attend and vote at any meeting of the Local Governing Body at which the removal of a School Leader is to be discussed without first discussing with the Chair of the Local Governing Body the need to ensure that such power is being exercised appropriately and proportionately.

7. FUNCTIONING OF THE LOCAL GOVERNING BODIES

7.1. COMPOSITION OF THE LOCAL GOVERNING BODY

7.1.1. A Local Governing Body shall usually be established for each of the member schools within the Trust. Except for elected parent/staff and ex-officio governors, all governors are appointed by the SDBE in accordance with Article 101B(b).

7.1.2. Governors are appointed as follows, such that foundation governors are in a majority of two.
See table 2.1 for compositions.

7.1.3. The Trustees (all or any of them) shall also be entitled to attend any meetings of the Local Governing Body but would not be expected to do so except in exceptional circumstances. Any Trustee attending a meeting of the Local Governing Body shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution

being considered by the Local Governing Body.

7.2. APPOINTMENT OF GOVERNORS

7.2.1. A Local Governing Body shall include 1 person (other than the school Leader) who is employed at the school who shall be appointed through such process as the Local Governing Body may determine. The positions held by those employed at the school (e.g. teaching and non-teaching) may be taken into account when considering appointments.

7.2.2. Unless the Local Governing Body directs otherwise, in appointing persons to serve on the Local Governing Body who are employed at the school the Local Governing Body 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 School (excluding the School Leader) and, where there are any contested posts, shall hold an election by a secret ballot.

7.2.3. All arrangements for the calling and the conduct of an election and resolution of questions as to whether a person is an eligible candidate shall be determined by the Local Governing Body.

7.2.4. The School Leader shall be treated for all purposes as being an ex-officio member of the Local Governing Body.

7.2.5. The Parent Governors of the Local Governing Body shall be elected by parents or carers of registered pupils at the school and must be parents or carers of a pupil at the school at the time when they are elected. Any election of Parent Governors which is contested shall be held by secret ballot. Where any vacancy exists after inviting nominations, the Local Governing Body shall have the power to appoint parents to the Local Governing Body but shall not be obliged to do so.

7.3. TERM OF OFFICE

7.3.1. The term of office for any Governor shall be 4 years.

7.3.2. This time limit shall not apply to the School Leader, or any other person who holds the post ex officio, who will serve for as long as he or she remains in office. Subject to remaining eligible to be a particular type of Governor, any person may be re-appointed or re-elected to the relevant body.

7.3.3. Any Staff Governor who ceases to be employed at the school will automatically cease to be a Governor.

7.4. RESIGNATION AND REMOVAL OF GOVERNORS

7.4.1. A person serving on the Local Governing Body shall cease to hold office if he or she resigns his or her office by notice to the Local Governing Body. Any vacancy on a Local Governing Body will trigger an appropriate election or right of appointment. The Chair of the Local Governing Body shall ensure that any vacancies and appointments are notified to the Trust Executive Team, the Southwark Diocesan Board of Education, and the Education and Skills Funding Agency as required by the Funding Agreement.

7.4.2. Any person serving on the Local Governing Body shall cease to hold office if he or she is removed by the person or persons who appointed him or her, or the Trust Board. Whilst acknowledging that no reasons need to be given for the removal by the Trust Board of a person who serves on the Local Governing Body, any failure to uphold the values of the Trust and/or the school or to act in a way which is inappropriate considering this Scheme of Delegation will be considered.

7.4.3. If any person who serves on the Local Governing Body in his or her capacity as an employee cease to be employed and/or work at the school, then he or she shall be deemed to have resigned and shall cease to serve on the Local Governing Body automatically on termination of his or her work at the school.

7.4.4. Where a person who serves on the Local Governing Body resigns his or her office or is removed from office, that person or, where he or she is removed from office, those removing him or her, shall give written notice thereof to the Chair of

the Local Governing Body.

7.5. DISQUALIFICATION OF GOVERNORS

7.5.1. No person shall be qualified to serve on the Local Governing Body unless he or she is aged 18 or over at the date of his or her election or appointment. No current pupil of any school shall be entitled to serve on the Local Governing Body.

7.5.2. A person serving on the Local Governing Body shall cease to hold office if he or she becomes incapable by reason of illness or injury of managing or administering his or her own affairs.

7.5.3. A person serving on the Local Governing Body shall cease to hold office if he or she is absent from 3 consecutive meetings of the Local Governing Body and the Local Governing Body resolves that his or her office be vacated. A Governor may be suspended from office at the discretion of the Local Governing Body or the Trust Board.

7.5.4. A person shall be disqualified from serving on the Local Governing Body if:

7.5.4.1. his or her estate has been sequestrated and the sequestration has not been discharged, annulled, or reduced; or

7.5.4.2. he or she is the subject of a bankruptcy restrictions order or an interim order.

7.5.5. A person shall be disqualified from serving on the Local Governing Body at any time when he or she is subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).

7.5.6. A person serving on the Local Governing Body shall cease to hold office if he or she would cease to be a Trustee by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee by virtue of section 178 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).

7.5.7. A person shall be disqualified from serving on the Local Governing Body if he or she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he or she was responsible or to which he or she was privy, or which he or she by his or her conduct contributed to or facilitated.

7.5.8. A person shall be disqualified from serving on the Local Governing Body where he or she has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 178 of the Charities Act 2011.

7.5.9. Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the Local Governing Body, and he or she was, or was proposed, to so serve, he or she shall upon becoming so disqualified give written notice of that fact to the Chair of the Local Governing Body.

7.6. APPOINTMENT OF THE CHAIR AND VICE-CHAIR AND CLERK

7.6.1. The members of the Local Governing Body shall, every four years, at their first meeting in that year, subject to the approval of the Executive Team, elect a Chair and a Vice-Chair for up to a 4-year term. Either the Chair or Vice-Chair must be a foundation governor.

7.6.2. The role of the Chair of the Local Governing Body is important. The Chair is elected by the Governors annually, but because of the vital link and the importance of maintaining a strong and effective relationship between the Local Governing Body and the Trust Board, the appointment following election is subject to the approval of the Executive Team, on behalf of the Trust Board. The Chair must be approachable, readily accessible, and ready to take issues and

ideas raised by Governors seriously.

7.6.3. The Chair's specific duties are to:

7.6.3.1. provide a clear lead and direction for the Governors, understanding the aims of the school, the roles played by all those involved and the vision of the Trust in relation to its schools;

7.6.3.2. build an effective team, attracting Governors with necessary skills and experience promoting equality and diversity and ensuring priority is given to those who can make a positive contribution to driving school improvement and supporting their development to maximise the benefit of their contribution;

7.6.3.3. work closely with the School Leader and the Executive Team to ensure there is proper challenge and encouragement;

7.6.3.4. ensure that school improvement is the focus of all policy and strategy for the school, reminding Governors of this as often as necessary;

7.6.3.5. to act on behalf of LGB where the circumstances are that a delay in exercising a function of the LGB would be likely to be seriously detrimental to the interests of the school, any pupil at the school (or their parent), or a person who works at the school, the chair (or vice-chair when the chair is unable to do so by reasons of vacancy in the office or otherwise), subject to the approval of the Executive Team.

7.6.3.6. hold Governors to account, ensuring the business of the Local Governing Body is conducted efficiently and effectively, chairing meetings ensuring all members can contribute and are listened to with clear decisions being made when necessary.

7.6.4. The Chair or Vice-Chair may at any time resign his or her office by giving notice in writing to the Local Governing Body. The Chair or Vice-Chair shall cease to hold office if:

7.6.4.1. he or she ceases to serve on the Local Governing Body;

7.6.4.2. he or she is employed by the Trust whether at the school;

7.6.4.3. he or she is removed from office in accordance with this Scheme of Delegation; or

7.6.4.4. in the case of the Vice-Chair, he or she is elected in accordance with this Scheme of Delegation to fill a vacancy in the office of the Chair.

7.6.5. Where a vacancy arises in the office of Chair or Vice-Chair, the members of the Local Governing Body shall at its next meeting elect one of their number to fill that vacancy.

7.6.6. 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.

7.6.7. 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 members of the Local Governing Body shall elect one of their number to act as a chair for the purposes of that meeting.

7.6.8. The clerk to the Local Governing Body shall act as chair during that part of any meeting at which the Chair is elected.

7.6.9. Any election of the Chair or Vice-Chair which is contested shall be held by secret ballot.

7.6.10. The LGB shall appoint a clerk.

7.6.11. The Chair or Vice-Chair may be removed from office by the Trust Board at any time.

7.6.12. The term of office for Chair of Governors is 4 years. Should a chair wish to serve for another term, this should be proposed by the governing body to the Executive Team for approval.

7.6.13. There is no automatic reappointment and, in most cases, we would strongly encourage a change of Chair each term to ensure ongoing succession throughout the LGB.

7.6.14. Where a governor does not engage with the Trust and/or their officers, the Trust will make every effort to improve the working relationship and improve engagement. The Trust reserves the right to remove any governor who does not uphold the vision, value, and collegiate ethos of the Trust.

7.7. COMMITTEES AND FURTHER DELEGATION

7.7.1. Subject to this Scheme of Delegation, the Local Governing Body may establish any sub-committee or working group to advise and inform the Governors to support them in their decision making.

7.7.2. Provided such power or function has been delegated to the Local Governing Body, the Local Governing Body may further delegate to any person serving on the Local Governing Body, any committee, the School Leader or any other holder of an executive office such of their powers or functions as they consider desirable to be exercised by them.

7.7.3. Any such delegation may be made subject to any conditions the Trust Board may impose and may be revoked or altered by the Trust Board. The terms of reference for any sub-committee of the Local Governing Body shall be consistent with any policy or statement of recommended practice issued from time to time by the Trust Board.

7.7.4. Where any power or function of the Trust Board or the Local Governing Body is exercised by any sub-committee or member of the Local Governing Body, the School Leader or any other holder of an executive office, that person or sub-committee shall report to the Local Governing Body in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Local Governing Body immediately following the taking of the action or the making of the decision.

7.8. MEETINGS

7.8.1. The minutes of the proceedings of a meeting of the Local Governing Body shall be drawn up and entered into a book (electronic or otherwise) kept for the purpose by the person authorised to keep the minutes of the Local Governing Body and shall be signed (subject to the approval of the members of the Local Governing Body) at the same or next meetings by the person acting as chair thereof. The minutes shall include a record of:

7.8.1.1. all appointments of officers made by the Local Governing Body; and

7.8.1.2. all proceedings at meetings of the Local Governing Body and of committees of the Local Governing Body including the names of all persons present at each such meeting.

7.8.2. The Chair shall ensure that copies of minutes of all meeting of the Local Governing Body (and sub-committee) shall be provided to the Trust's Executive Team within 14 days of those minutes being approved.

7.8.3. Subject to this Scheme of Delegation, the Local Governing Body may regulate its proceedings as the members of the Local Governing Body think fit, always provided, that there is openness and transparency in matters relating to the Local Governing Body. In its first year, the Local Governing Body is expected to meet at least 6 times, after which it must meet at least once a term but may meet more often if felt appropriate or if requested by the Trust Board.

7.8.4. Meetings of the Local Governing Body shall be convened by the clerk to the Local Governing Body. In exercising his or her functions under this Scheme of Delegation the clerk shall comply with any direction:

7.8.4.1. given by the Local Governing Body; or

7.8.4.2. given by the Chair or, in his or her absence or where there is a vacancy in the office of chair, the Vice-Chair.

7.8.5. Any three Governors may, by notice in writing given to the clerk, requisition a meeting of the Local Governing Body and it shall be the duty of the clerk to convene such a meeting as soon as is reasonably practicable.

7.8.6. The Clerk shall ensure that each Governor and the Trust's Executive Team shall be given, at least seven clear days before the date of a meeting:

7.8.6.1. notice at the email and/or postal address provided by each Governor; and

7.8.6.2. a copy of the agenda and papers for the meeting;
provided that where the chair or, in his or her absence or where there is a vacancy in the office of Chair, the Vice-Chair, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the notice of a meeting, and the copy of the agenda thereof, are given within such shorter period as he or she directs.

7.8.7. The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received notice of the meeting or a copy of the agenda thereof.

7.8.8. A resolution to rescind or vary a resolution carried at a previous meeting of the Local Governing Body shall not be proposed at a meeting of the Local Governing Body unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.

7.8.9. A meeting of the Local Governing Body shall be terminated forthwith if:

7.8.9.1. the Governors so resolve; or

7.8.9.2. the number of Governors present ceases to constitute a quorum for a meeting of the Local Governing Body in accordance with paragraph 6.9.

7.8.10. Where in accordance with paragraph 6.8.9 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the clerk as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.

7.8.11. Where the Local Governing Body resolves in accordance with paragraph 6.8.10 to adjourn a meeting before all the items of business on the agenda have been disposed of, the Local Governing Body shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and it shall direct the clerk to convene a meeting accordingly.

7.9. QUORUM AND OTHER PROVISIONS RELATING TO MEETINGS

7.9.1. Subject to paragraph 6.9.3, the quorum for a meeting of the Local Governing Body, and any vote on any matter thereat, shall be half the current membership of the LGB excluding any vacancies.

7.9.2. The Local Governing Body may act notwithstanding any vacancies on its board but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or of calling a general meeting.

7.9.3. The quorum for the purposes of:

7.9.3.1. appointing a parent member;

7.9.3.2. any vote on the removal of a person in accordance with this Scheme of Delegation;

7.9.3.3. shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.

7.9.4. Subject to this Scheme of Delegation, every question to be decided at a meeting of the Local Governing Body shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every Governor shall have one vote.

7.9.5. Subject to paragraphs 6.9.6 – 6.9.8, where there is an equal division of votes, the Chair shall have a casting vote in addition to any other vote he or she may have.

7.9.6. The proceedings of the Local Governing Body shall not be invalidated by:

7.9.6.1. any vacancy on the board; or
7.9.6.2. any defect in the election, appointment or nomination of any person serving on the Local Governing Body.

7.9.7. A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the Local Governing Body, shall be valid and effective as if it had been passed at a meeting of the Local Governing Body duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the Local Governing Body and may include an electronic communication by or on behalf of the member indicating his or her agreement to the form of resolution providing that the member has previously notified the Local Governing Body in writing of the email address or addresses which the Governor will use.

7.9.8. Subject to paragraph 6.9.9, the Local Governing Body shall ensure that a copy of:

7.9.8.1. the agenda for every meeting of the Local Governing Body;
7.9.8.2. the draft minutes of every such meeting, if they have been approved by the person acting as chair of that meeting;
7.9.8.3. the signed minutes of every such meeting; and
7.9.8.4. any report, document or other paper considered at any such meeting,
7.9.8.5. are, within 14 days, made available at the school to persons wishing to inspect them.

7.9.9. There may be excluded from any item required to be made available in pursuance of paragraph 6.9.8 any material relating to:

7.9.9.1. a named teacher or other person employed, or proposed to be employed, at the School or the Trust;

7.9.9.2. a named pupil at, or candidate for admission to, the school; and
7.9.9.3. any matter which, by reason of its nature, the Local Governing Body is satisfied should remain confidential.

7.9.10. With the approval of the Chair of Governors, any Governor shall be able to participate in meetings of the Local Governing Body by telephone or video conference provided that:

7.9.10.1. he or she has given a request to do so to the clerk detailing the telephone number on which he or she can be reached and/or appropriate details of the video conference suite from which he or she would be taking part at the time of the meeting at least 48 hours before the meeting; and
7.9.10.2. the Local Governing Body has access to the appropriate equipment; and if after all reasonable efforts it does not prove possible for the person to participate by telephone or video conference the meeting may still proceed with its business provided it is otherwise quorate.

7.10. NOTICES

7.10.1. Any notice to be given to or by any person pursuant to this Scheme of Delegation (other than a notice calling a meeting of the Local Governing Body) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In this Scheme of Delegation, “address” in relation

to electronic communications, includes a number or address used for the purposes of such communications.

7.10.2. A notice may be given by the Local Governing Body to its members either personally or by sending it by post in a prepaid envelope addressed to the member at his or her registered address or by leaving it at that address or by giving it using electronic communications to an address for the time being notified to the Local Governing Body by the Governor.

7.10.3. A Governor present at any meeting of the Local Governing Body shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.

7.10.4. Proof that an envelope containing a notice was properly addressed, prepaid, and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

8. WITHDRAWAL OF POWERS DELEGATED TO THE LOCAL GOVERNING BODY

8.1. Where a school is not making the progress expected, where standards have dropped below an acceptable standard, or where the Department for Education has directed a school to become an Academy sponsored by our Multi-Academy Trust, the Trust will need to take swift and rapid action to ensure the school returns to a position of strength and is able to offer a consistently strong education to the children they serve.

8.2. To support the Trust's schools in achieving this, the Trust operates an 'earned autonomy' model of delegation. In practice, this means that certain responsibilities which would normally be delegated to the school will be managed by the Trust until the school is in a stronger position. Where possible and practical, decisions will be made in collaboration with school leaders, however the ultimate decision lies with the Trust, through the Executive Team.

8.3. As a Trust and reflecting our core Christian values, we want our schools to be empowered and will work quickly to ensure required progress is being made and those responsibilities held by the Trust are delegated back to school leaders.

8.4. Recognising that each school is on a journey and some schools will improve quicker than others, delegated responsibilities will normally be reviewed on an annual basis by the Executive Team. The Trust Board will be updated on any changes made to the arrangements defined within this section of the Scheme.

8.5. The following arrangements/processes will supersede the respective powers granted earlier within this Scheme and will require, on all occasions, the prior input and/or approval from the Trust's Executive Team. For the avoidance of doubt, if a modification listed below is not applicable, the provisions within the Scheme granted earlier are effective.

REF	SCHEME MODIFICATION (Regardless of the powers granted earlier within this Scheme, the provisions listed below will supersede these).		APPLICABLE
1	GOVERNANCE (SCHEME REF: 7.0)		
	1.1	Any changes to the structure, composition and frequency of meetings shall be discussed and approved by the Trust in advance of any proposed changes.	NO
	1.2	Minutes of all Governing Body meetings shall be sent to the SDBE MAT in both draft form and immediately once approved at the next Governing Body meeting	NO
2	PERSONNEL (SCHEME REF: 5.4)		
	2.1	Any planned recruitment and/or restructuring shall be discussed and approved by the Trust in advance of any proposed changes.	NO

	2.2	Any staffing matters including maternity/paternity, capability, disciplinary, grievance shall be flagged once identified with the Trust.	NO
	2.3	Actions may be directed by the Trust Executive Team in line with provisions within the Scheme of Delegation.	NO
3	FINANCE (SCHEME REF: 5.2)		
	3.1	Any planned expenditure which exceeds £5000, shall be approved by the Trust in advance of any commitment.	NO
4	CURRICULUM & STANDARDS (SCHEME REF: 5.3)		
	4.1	Any proposed changes to the curriculum shall be discussed and approved by the Trust in advance of any proposed changes.	NO

APPENDIX 1
SCHEME FOR FINANCIAL DELEGATION

The Local Governing Body (LGB)

The Local Governing Body has wide discretion over its use of the Trust's funds received in respect of the Academy. It is responsible for the proper stewardship of those funds and for ensuring economy, efficiency and effectiveness in their use – the three key elements of value for money. It must also ensure that it uses its discretion reasonably, and takes into account all relevant guidance on accountability and propriety. It is accountable to the Trust Board, which is in turn accountable to the Secretary of State for Education and Parliament.

It is specifically responsible for ensuring that the Trust's funds are used in accordance with: the law; the Trust's powers under the Funding Agreements; the Articles of Association; this Scheme of Financial Delegation; and the Academies Financial Handbook.

The LGB Finance Committee

The LGB Finance Committee is a committee of the Local Governing Body which has powers delegated to it by the Multi-Academy Trust Board. The Finance Committee meets at least once a term but more frequent meetings can be arranged if necessary by (a) the LGB or (b) the Trust.

The main responsibilities of the Finance Committee include:

- reviewing the effectiveness of the internal financial procedures and controls of the Academy, ensuring conflicts of interest are avoided, and that the operation of internal controls is genuine and fit for purpose;
- the initial review and authorisation of the annual budget for the Academy;
- the regular monitoring and scrutiny of the Academy's management accounts;
- the regular review of the systems in place for ensuring that the financial information required by the Multi- Academy Trust are fit for purpose;
- reviewing and checking details of any contracts and material purchases by the Academy;
- authorising the award of contracts and purchases subject to the limits defined and delegated by the Trust Board;
- Liaising as necessary with the Multi-Academy Trust's Risk and Audit Committee (or the Multi-Academy Trust Board if appropriate) to ensure accountability and propriety and to manage down the level of financial risk within the Academy.

Multi-Academy Trust – Accounting Officer / Chief Executive Officer

As required by the Academies Financial Handbook, the Trust has appointed an Accounting Officer who has overall responsibility for the Trust in addition to each Academy's activities including financial activities.

The Accounting Officer within the SDBE MAT is the Chief Executive Officer (CEO). The Accounting Officer is personally responsible to Parliament and to the accounting officer of the ESFA for the resources under the control of the Trust.

The essence of the role is a personal responsibility for the propriety and regularity of the public finances for which they are answerable; for the keeping of proper accounts; for prudent and economical administration; for the avoidance of waste and extravagance; for ensuring value for money; and for the efficient and effective use of all the resources in their charge. Essentially, accounting officers must be able to assure Parliament and the public of high standards of probity in the management of public

funds.

The day-to-day financial responsibility of the Accounting Officer for individual Academies is delegated to the Headteacher of the Academy.

The Accounting Officer is accountable for:

- ensuring the annual accounts of the Multi Academy Trust (including the accounts of the constituent Academies) are produced in accordance with the requirements of the Companies Act 2006 and the ESFA guidance issued to academies;
- the completion of the accounting officer's statement on governance, regularity, propriety and compliance for inclusion in the Trust's annual report;
- establishing and reviewing the procedures for the authorising and entering into of contracts and legal commitments;
- overseeing expenditure and advising the Trust Board where significant expenditure is anticipated, and;
- where indicated in this Scheme for Financial Delegation, signing cheques and authorising BACs payments in conjunction with the bank mandate.

The Accounting Officer plays both a technical and leadership role, including ensuring sound and appropriate group governance and risk management arrangements are in place and leads on any procurement of supplies and services to the Trust as a whole or any strategic procurement to be undertaken by an individual Academy.

Multi-Academy Trust – Chief Financial Officer

As required by the Academies Financial Handbook, the Trust has appointed a Head of Finance who holds the office of Chief Financial Officer. They are responsible for the development and implementation of the accounting and financial processes adopted by the Trust.

The Chief Financial Officer ensures the preparation and monitoring of budgets, and the delivery of annual accounts. The CFO may also support the business management teams in the Academies ensuring there is consistency in financial procedures across the Trust.

Shared Costs

The Trust Board has set a charge (currently 5%) to its member Academies to fund its central running costs. This charge is known as the Support Cost Contribution (SCC).

The 5% charge does not cover typical revenue expenditure ordinarily incurred by an Academy on a day-to-day basis in pursuance of its annual budget and educational objectives. These costs will be required to be met from the balance of GAG remitted to Academy by the Trust and include costs such as staffing, insurance and general maintenance.

Abbreviations Used in SfFD

HT	Headteacher (or equivalent role)
SBM	School Business Manager (or equivalent role)
LGB	Local Governing Body
SLT	Senior Leadership Team
LGBFC	Local Governing Body Finance Committee
CoG	Chair of Governors
DHT	Deputy Headteacher/s
CEO	Chief Executive Officer
HOF	Head of Finance
Trust Finance Team	Finance & Operations Business Partners & Head of Finance
BOARD	Trust Board of Directors
ESFA	Education & Skills Funding Agency

BUDGETING & REPORTING	ROLE /PROCESS	VALUE	DELEGATED AUTHORITY	ACTIVITY / SCOPE		REVIEW PERIOD
	Budget Setting Process		HT	Decide academy improvement priorities	The Headteacher will, based on the educational and operational needs of the school, decide on the improvement priorities for the school. These will be routinely shared, discussed and challenged by the Governing Body.	Annually
			HT & SLT	Draft budget plan	The Headteacher will on an annual basis, draft a budget plan for the coming year, in consultation with their Senior Leadership Team and Business Manager where appropriate.	Annually
			TFT	Quality assure budget plan.	The Trust Finance Team will work with the school to help identify any efficiencies, ensure assumptions are robust and set a balanced budget. The final draft is shared with the CEO/HOF for internal approval.	Annually
			LGB	Propose budget plan to the Trust Board.	The Headteacher will, on an annual basis, propose their budget plan for the coming year to the Local Governing Body. Governors are expected to challenge the proposed budget and test the reliability and affordability of the proposal, mindful of the school's strengths, weaknesses, threats and opportunities. If Governors are satisfied with the budget proposed by the Headteacher, they should formally vote to propose the budget to the Trust Board for ultimate sign-off.	Annually
			BOARD	Approve or reject budget	If the Trust Board requires the Local Governing Body to reconsider the budget or has lost confidence in the ability of the Academy to set a balanced budget, the Trust Board must provide a full explanation to the Local Governing Board of its reasons and the time in which an alternative budget should be provided. The CEO will be asked to provide guidance and support and may in exceptional circumstances be asked to take responsibility for recommending a budget plan to the Trust Board.	Annually

	Budget Holders Responsibilities		HT, SLT & other approved budget holders	Budget monitoring is the responsibility of the budget holder and **budgets must not be overspent at any time during the year** except following prior agreement at the appropriate authorisation level.	Ongoing
	Monthly Management Accounts		SBM on behalf of HT	Completion of the Trust's Month-End process. All transactions to be processed and bank and control accounts reconciled by the School Business Manager for the timely checking and production of the monthly management accounts.	Monthly
	ESFA & Statutory Reporting			An annual Financial Reporting Timetable will be released by the ESFA.	As Required
	Virements This is the internal re-allocation of funds to different cost lines which do not affect the overall bottom line)	Up to £10,000 for a single transaction or up to £50,000 in aggregate	HT	Virements of **any amount** must be **disclosed** to the LGB Finance Committee.	As Necessary
		£10,001 and over for a single transaction or over £50,000 in aggregate	LGBFC	Must be **approved** by the LGB Finance committee.	As Necessary
INCOME	**Collection & Receipt of Cash/Cheques**	Any	SBM (or delegated assistant approved by HT)	Cash must be counted by two persons (signatures) who should both sign with delegated authority and record in an appropriate ledger. All on site cash and must be locked in the safe until banking. Banking must be done at least once a week.	Daily
	Sales Invoices (the sale of goods/services)	Up to £15,000	SBM	All sales invoices must be processed through the financial management system, and issued in a timely manner.	As Necessary
		£15,001 to £100,000	SBM & HT	Headteacher to authorise the issuing of sales invoices above £15,001, and then as above.	As Necessary
		Over £100,001	LGBFC	Finance Committee to approve the issuing of sales invoices above £100,001, and then as above	As Necessary
	Banking of Cash & Cheques	Any	SBM (or delegated assistant approved by HT)	Cash and cheques should be banked on a regular basis and not be allowed to accumulate above £1,000. Banking records must be checked and initialled by two staff before being banked and must relate back to receipts issued and financial reporting in the Academy's accounting system.	As required
	Reconciliation of Bank Accounts		SBM & HT (or delegated assistant approved by HT)	Bank accounts should be reconciled at least on a monthly basis by someone other than the person doing the banking. Bank reconciliations should be reviewed independently by an appropriately skilled or experienced person, and signed, dated and then filed.	Monthly

	Petty Cash		SBM (or delegated assistant approved by HT)	Petty cash should be kept in a locked tin and stored in the Academy safe. Individual payments from petty cash should not exceed £100. Receipts must be provided for any claim. Prior approval from the appropriate budget holder must be obtained before any purchases take place. There should be periodic checks by the SDBE MAT Finance Staff.	Weekly
EXPENDITURE	**Purchase Orders**	Up to £5,000	Budget Holders & SBM	Orders should be placed with approved suppliers unless agreed otherwise by the Headteacher. Orders should be written on approved purchase order forms and authorised before being processed in the financial management system, and before being placed with suppliers. Approved paper based orders should be entered into the financial management system by someone other than the person who approved the order.	Monthly
		£5,000 to £20,000	HT, SLT & SBM	As above and at least three written quotes must be obtained.	Monthly
		£20,000 to £50,000	HT & CoG	As above and at least three written quotes must be obtained.	Monthly
		Over £50,000	CEO or HOF	As above and at least three written quotes must be obtained with a summary report detailing the need for the expenditure.	Monthly
		Over £160,000	BOARD	Formal tendering process, including advertising in OJEU if appropriate. The CEO/SDBE MAT Finance Team will support Academies with this process.	As necessary
		IF CIF Related	Two signatories required among the: CEO, HOF	All projects are shared with and approved by the Trust Board in advance of funding being applied for. If a school were successful with a Capital Improvement Fund (CIF) bid and the Purchase Order is to give approval for the commencement of a project, the CEO/HOF may approve the requisite Purchase Order subject to ESFA confirmation that the project is fully funded and the project cost does not exceed the award given.	As necessary
	Payment by Cheque	Up to £50,000	Two signatories required among the: HT, DHT, SBM	**Individual payments to any supplier must be signed by two individuals** within the delegated authority column. **A sufficient pool of signatories should be established (including electronic signatories)** so that payments are not held up. All payments must be accompanied by authorised supporting documentation. Documentation **must** be retained.	As necessary
		Above £50,001	Two signatories required among the: HT, DHT, SBM including one from either the Trust's CEO.	Cheques or payment notification must be accompanied by authorised supporting documentation.	As necessary

	Payment by Online Banking	Create a Payment Online Up to £10,000	One authorised user required among the: HT, DHT, SLT, SBM to create the payment on the online banking platform.	Only authorised users may have access to the online banking platform. These users must be proposed by the Headteacher and approved by the CEO/HOF when the user is first set-up. **When creating a payment, the user MUST verify each beneficiaries' details, including company name, account number and sort code before creating a payment for that beneficiary.** **If a beneficiary's details have changed or are incorrect, they should be excluded from the payment run until they can be thoroughly validated.** The Trust Finance Team are available to support any user that has concerns or difficulties validating their details. **The user creating the payment must provide assurance to the individual authorising the payment that the beneficiary details are accurate.**	As necessary
		Approve a Payment Online Up to £10,000	One authorised user required among the: HT, DHT, SLT to authorise the payment on the online banking platform. This authorised user **MUST** be a different individual from the one who created the payment.	When approving a payment online, the user MUST verify each beneficiaries' details, including company name, account number and sort code before authorising the payment for that beneficiary. Assurance will also be provided by the individual who created the payment.	As necessary
		Approve a Payment Online Over £10,001	Two authorised users required among the: HT, DHT, SLT to authorise the payment on the online banking platform. The authorised user approving the payment **MUST** be a different individual from the one who created the payment.	When approving a payment online, the user MUST verify each beneficiaries' details, including company name, account number and sort code before authorising the payment for that beneficiary. Assurance will also be provided by the individual who created the payment. Whilst the online banking platform only requires one person to 'click the button' and approve the payment, an additional authorised user will be present to witness the validation and approval process and provide a third layer of oversight.	As necessary

	Payments relating to CIF Projects	Approve a Payment up to £200,000.	Two authorised users required among the: CEO, or HOF to authorise the payment on the online banking platform, only if in possession of a valid 'Works Completion Certificate' issued by the appointed Surveyor. The authorised user approving the payment **MUST** be a different individual from the one who created the payment.	When approving a payment online, the user MUST verify each beneficiaries' details, including company name, account number and sort code before authorising the payment for that beneficiary. Assurance will also be provided by the individual who created the payment. Whilst the online banking platform only requires one person to 'click the button' and approve the payment, an additional authorised user will be present to witness the validation and approval process and provide a third layer of oversight.	As Necessary
	Online Banking Payment Types – Faster Payment	Any	Are not permitted unless they are approved by the CEO/HOF.		As necessary
	Charge Card	Limited to £5k	All persons with a Charge Card shall be proposed by the HT or CoG and approved by the CEO.	The card must be kept in the safe when not in use. All transactions must be supported by a receipt. Orders should be placed only by card holder. Reconciliation should be checked by someone other than the person who places the orders.	Monthly
	Standing Orders & Direct Debits	Same as for BACs payments (defined above).			As necessary
	Purchase / Sale of Any Freehold Property	ESFA approval required	Local Governing Body to seek approval of Trust Board.		Annual
	Granting Any Leasehold or Tenancy Agreement	ESFA approval required	Local Governing Body to seek approval of Trust Board.		Annual
	Taking Up Any Leasehold or Tenancy Agreement For More Than 3 Years	ESFA approval required	Local Governing Body to seek approval of Trust Board.		Annual
	Liabilities & Write-Offs	1% of total annual income or £45,000 (whichever is smaller) per single transaction. Cumulatively 2.5% of total annual income in any one financial year per category of transaction where notified by the Trust Board. Otherwise cumulatively, 5% of total annual income in any one financial year per category of transaction. Anything above these limits must be approved by Secretary of State through the ESFA.			Annual
ASSETS	**Fixed Asset Register**	£2,000	SBM	All assets with a value of £2,000 or more either individually or as a group must be recorded in the asset register.	Monthly and annually

WAGES & SALARIES	**Staff Salary Setting**	Up to SLT Position	HT		Annual
		SLT Position	LGB		Annual
		Headteacher	CEO		Annual
	Payroll Processing	SBM & HT	Academy Business Manager to check monthly payroll and make any necessary changes or adjustments. Monthly payroll **and any changes must be authorised and signed off by the Headteacher**. Payroll reports and payments made **must** be checked and agreed by the Headteacher.		Monthly
	Contracts of Employment	SBM (on behalf of HT) in conjunction with the Trust HR Team	Employee contracts shall be kept up-to-date at all times. Changes to an employee's role should be subject to consultation with the employee. Contract changes shall be authorised by the Headteacher, and other staff in the school should be made aware of any changes in a person's role. **A formal letter must be written to the employee recording the changes (along with any change in remuneration or pension benefits)** and a copy filed in the staff member's file. Staff contracts shall be periodically checked by the responsible officer and subject to regular inspection by the Academy's auditors.		As required
	One–off Payments (e.g. in settlement claims, ill health retirements)	Any	CEO	Any proposals shall be made by the school and sent to the Trust HR Team for consideration. For any proposal to be considered, it should be accompanied by a populated justification template available from the ESFA.	As required

APPENDIX 2
RESPONSIBILITIES OF DIRECTORS, LOCAL GOVERNING BODIES AND HEADTEACHERS

AREA OF RESPONSIBILITY	TASKS	DIRECTORS	LGB	HEADTEACHER
Church of England Vision, Values and Ethos	Review and or amend the ethos aims and values of SDBE MAT	X		
	Develop the ethos and mission statement for an individual Academy in the context of SDBE MAT's ethos, aims and values		X	
Central Services	Determine the scope of mandatory core services to be delivered by SDBE MAT on behalf of its Academies	X		
	Identify those additional services to be procured on behalf of individual Academies	X		
	Set the Support Cost Contribution (SCC) to be paid by Academies in the Trust	X		
Statutory Compliance	Develop and approve key policies required by the statutory bodies that govern the Trust	X		
	Publish a 'Policy Schedule' detailing those policies that are prescribed by the Trust and those that are required or recommended for local creation	X		
	Adopt policies that are prescribed by the Trust (See the SDBE MAT Policy Schedule for more information)		X	X
	Draft, approve and adopt local, non-prescribed policies as required. (See the SDBE MAT Policy Schedule for more information)		X	X
Statutory Compliance	Ensure compliance across SDBE MAT with all statutory regulations, Acts of Parliament and funding agreements governing the operation of the Academies	X		
	Provide detailed guidance on the information that schools are required to submit to the SDBE MAT, including frequency, in order for it to fulfil its duties as a MAT Sponsor	X		
	Ensure the Academy submits information and responds to requests for information from the SDBE MAT in order for it to fulfil its duties as a MAT Sponsor		X	X
	Publish all required information and documentation as defined by the SDBE MAT and relevant parties, including the DfE, EFA and Ofsted on the school's website		X	X
	Have regard to guidance published by the Southwark Diocesan Board of Education relating to suggested local policy content and statements		X	
LGB Composition	Determine, in consultation with the LGB, the constitution (composition) of the LGB	X		
Finance	Determine the proportion of the overall MAT budget to be delegated to an individual Academy	X		
	Develop and propose the individual Academy budget		X	X
	Approve the individual Academy budget	X		
	Approve the first formal budget plan each financial year		X	

AREA OF RESPONSIBILITY	TASKS	DIRECTORS	LGB	HEADTEACHER
Finance	Define the financial decision levels and limits for the Trust detailing them within the Scheme of Financial Delegation.	X		
	Observe and adhere to the financial decision levels and limits for the Trust as defined in the Scheme of Financial Delegation		X	X
	Appoint the 'Responsible Officer', a Director assigned to check the Trust's internal controls	X		
Staffing	Develop prescribed, Trust-wide policies for the management of People and Human Resources. (See the SDBE MAT Policy Schedule for more information)	X		
	Adopt prescribed, Trust-wide policies for the management of People and Human Resources (See the SDBE MAT Policy Schedule for more information)		X	X
	Appoint the Headteacher (joint appointment between the LGB and CEO/Trust Board)	X	X	
	Appoint the Deputy Headteacher & Equivalent Roles (joint appointment between the LGB and CEO/Trust Board)	X	X	
	Appoint other teaching and non-teaching staff		X	X
	Propose pay discretions for the Headteacher whilst ensuring parity across the Trust (joint decision between the LGB and CEO/Trust Board)	X	X	
Staffing	Propose pay discretions for other members of staff at the Academy, in line with SDBE MAT policy			X
	Approve pay discretions for other members of staff at the Academy, in line with SDBE MAT policy		X	
	Dismissal/suspension of Headteacher/Deputy Headteacher	X		
	Dismissal/suspension of other staff supported by the SDBE MAT HR Team		X	X
	Propose staffing structure within the agreed budget			X
	Approve staffing structure		X	
	Propose dismissal payments/early retirement		X	
	Approve dismissal payments/early retirement	X		
Curriculum	Draft, approve and adopt local curriculum and standards policies as required, including, but not limited to; Curriculum Policy; Behavior Policy; SEN Policy and Child Protection/Safeguarding (See the SDBE MAT Policy Schedule for more information)		X	X
	Implement and embed locally approved policies			X

AREA OF RESPONSIBILITY	TASKS	DIRECTORS	LGB	HEADTEACHER
	Ensure all safeguarding and welfare requirements are met. This includes, but is not limited to; training, pre-employment checks, Single Central Record and Personnel Files		X	X
	Approve curriculum policy elements outside national curriculum	X		
Curriculum	Responsibility for standards of teaching			X
	Accountability for standards of teaching		X	
	Responsibility for individual child's education			X
	Accountability for individual child's education		X	
	Responsibility for individual child's safety			X
	Accountability for individual child's safety		X	
	Develop, where required, a home-school agreement		X	
Target Setting	Propose targets for pupil achievement		X	
	Approve targets for pupil achievement	X		
	Responsibility for pupil outcomes			X
	Accountability for pupil outcomes		X	
Admissions	Annually determine the admission arrangements for the individual Academy in accordance with admissions law, DfE Codes and with regard to SDBE guidance (including the requirement to consult the SDBE prior to any public consultation)		X	
	Rank applications and take decisions in accordance with the admission arrangements		X	
	Convene admission appeals panels on behalf of SDBE MAT		X	
	Decide whether to grant a request by the LA to admit a pupil under 3.22 of the School Admissions Code		X	
	Ensure an updated admissions register is kept			X
Religious Ed	Responsibility for ensuring provision of RE in line with the Trust's ethos		X	
Collective Worship	Develop a collective worship policy, ensuring that all pupils take part in a daily act of collective worship		X	
Premises, H&S and Insurance	Develop a prescribed, Trust-wide policy for the management of Health & Safety	X		
	Adopt the prescribed, Trust-wide policy for the management of Health & Safety		X	
	Accountability for Health & Safety across the Trust	X		
	Accountability for the Health & Safety in their individual Academy		X	
	Responsibility for the Health & Safety in their individual Academy			X
	Ensure buildings insurance and personal liability insurance are in place	X		
	Ensure the efficient and effective management and maintenance of the Academies buildings, including the development of a 5 year maintenance plan and applying for capital grants.		X	

AREA OF RESPONSIBILITY	TASKS	DIRECTORS	LGB	HEADTEACHER
Governance	Complete a Governors' Declaration of Business Interests		X	
	Ensure Governors attendance at meetings is recorded and published as required on the Academy's website.		X	