



Archbishop Temple
Multi Academy Trust
Together With God

The Archbishop Temple Multi academy Trust is run by an Executive under a Board of Directors referred to as 'Trustees' and is accountable to the Department for Education ('the DfE'). The Trustees on the board are appointed by the Members of the Trust.

Each School has its own Local Governing Board (LGB). The Governors who serve on the Local Governing Board are appointed by the Board of Trustees. They include both parent and staff representatives.

How the Trust works

The Trustees have overall legal responsibility for the operation of the Trust and the schools within it. However, the board works in partnership with its family of schools.

This Scheme of Delegation provides for certain functions to be carried out by one or more of the following:

- the Board of Trustees; and/or
- the Chief Executive Officer ('the CEO'), who is Trustee and executive member of the Board of Trustees; and/or
- the Chief Finance Officer (CFO) / School Improvement Director (SID), who are executives but not members of the Board of Trustees; and / or
- the Local Governing Board of the school; and / or the principal of the school.

At a board meeting on 22nd September 2021 the Board of Trustees gave the power to the chair of the trust act on their behalf without calling a meeting under the following circumstances:

- Approve the application of nationally recommended pay rises to the Trust (where this falls outside the timing of scheduled meetings);
- Approve the signing/issue of settlement agreements outside the authority of CEO;
- Approve requests/recommendations discussed at board level where an adjustment(s) to proposals have been requested. This will prevent proposals needing to be resubmitted to future Trust Board meetings where timing is a factor;

- Removal or suspension of Chair of LGB (appointment would remain with full Trust Board);
- Suspension of member of the Executive Central Team (CEO, CFO, SID, Teaching and Learning Consultant);
- Awarding of contracts where Trustees approval is required (where this falls outside the timing of scheduled meetings); and
- Reputational risk: permission to act if waiting could damage the reputation of Archbishop Temple Multi academy Trust.

All academies are required to operate in accordance with the Trust’s policies and procedures, as well as demonstrating principles of good financial management. Members, Trustees and staff must follow the latest version of the Academies trust Handbook. Academies are subject to annual external and internal audit, as well as other assurance work as required by the Trust’s Resources, Finance and Audit Committee. In the event that a school is designated as “high-risk” (due to poor financial management or accumulated deficits etc.), then the school shall be presented with a bespoke scheme of delegation that reduces the level of delegated responsibility in some or all areas.

The Board of Trustees

Many of the board responsibilities fall within the remit of the Terms of Reference for either:

- its Finance, Resources Finance and Audit Committee; or
- its Standards Committee;

Where functions are to be carried out by a [Committee](#) this is identified in this Scheme of Delegation. [If no Committee is mentioned the full board will deal with the matter.](#)

The Central Executive Team

A significant number of responsibilities under the Scheme of Delegation lie with the CEO. It is recognised that the CEO may choose to delegate some of their duties to the Chief Finance Officer, School Improvement Director and other staff in their team. The central team currently comprises the Chief Executive Officer (CEO), Chief Finance Officer (CFO), the School Improvement Director (SID), Teaching and Learning consultant and Finance and HR officer. In the absence of the CEO the SID acts as her deputy.

School Designation

Trust schools grouped are designated in one of three categories according to the level of support, in line with the school improvement strategy, core, focused or intensive.

When a school converts and joins the Trust it will be allocated to the appropriate designation based on:

- its latest Ofsted Inspection Report; and
- its latest SIAMS inspection report; and
- Trust's own assessment of its historical performance and future prospects, undertaken through 'due diligence'

before the school transfers into The Archbishop Temple Multi academy Trust;

- due diligence activities connected with a number of areas, including finance, undertaken before transfer.

The category allocation is very important because it dictates the following:

- the 'make-up' of the Local Governing Board;
- the extent to which responsibilities are delegated to the school; and
- the funding arrangements.

Reviewing the Designation

The category designation will be linked to the performance of the school in relation to:

- the quality of teaching and learning; leadership;
- the quality of education;
- outcomes;
- safeguarding;
- finance; and

- buildings.

The designation will be reviewed at least once a year. Depending on the outcome of the review a school may either stay in its allotted designated category or be moved to another.

The CEO reserves the right to change the school group at any time if they believe this is in the interests of both the school concerned and the wider Trust family.

Local Governing Board appointments

The Local Governing Body follows the category allocated to the school:

School requiring intensive support - the Board of Trustees directly appoints all the Governors, other than parent and staff representatives (in certain circumstances the LGB of priority schools may be withdrawn and replaced with an Executive Governing Body (see section below).

School requiring focused support - the Governors are appointed according to the supplementary funding agreement approved by the Trust Board.

If a school improves and is moved from intensive support to focused supported then it has more say in the make-up of its Local Governing Board. Conversely, if a school's performance deteriorates then it may be moved to a lower category with a consequent adjustment to its Local Governing Board.

Local Academy Boards have certain powers delegated to them (see scheme of delegation below). Where there is a need for immediate action at a Local Governing Board level, the chair of the LGB may act on behalf of the LGB and report their action at the next meeting (the LGB will need to pass a resolution outlining the powers it has delegated to the chair of the LGB to undertaken without immediate reference to them – all actions undertaken as 'chairs actions' must be reported and discussed at the following full board meeting and recorded).

Executive Governing Bodies

In rare circumstances the CEO may decide that there are such significant concerns within an intensive support school that the Local Governing Board should be suspended and replaced with a temporary Executive Governing Body (EGB). The EGB will usually be chaired by a member of the Trust Central Team and consist of the following:

- Ex-officio member: the incumbent(s);
- Parents (max 2);
- Finance governor: usually this will be a member of the Trust finance central team;
- Education governor: usually a member of Trust school improvement team;
- Staffing: the Headteacher will represent the interests of the staff; and
- Additional governors as the CEO feels would best support the EGB.

The EGB will be a committee of the full Board of Trustees and has delegated power to control and support the school, this may include withdrawing some of the delegated responsibilities of the school leadership team and undertaking these duties as an EGB.

Within the scheme of delegation, the EGB will still operate with the scheme of an intensive support school. Where an EGB is in place, LGB should read as EGB in the scheme of delegation.

Delegated functions

The Scheme of Delegation covers five areas:

- Human Resources;
- Education;
- Finance
- Asset Management; and
- Trust Strategy.

The Trust has legal responsibilities to the DfE. It is expected to exercise a tight rein over sponsored / intensive support schools in order to secure the required school improvement and this is reflected in the Scheme of Delegation.

Working together as a family of schools

In addition to the school improvement programme, all schools within the Trust family will be asked as part of the Trust's vision and values 'Together with God' to

contribute to one or more of the following:

- development and maintenance of school policies;
- sharing of best practice through school-to-school support; provision of emergency cover;
- mentoring and coaching of staff; and
- recruitment, training and appraisal of Governors for local academy boards.

This reviewed Scheme of Delegation was adopted and ratified at the full Trust Board meeting on 22nd September 2021 and can be found on the Trust Website.

The scheme will be reviewed on an annual basis by the Board of Trustees in consultation with Principals and Local Governing Boards.



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Scheme of Delegation

Finance					
Feature	Family of Schools	CEO, CFO, SID Central Team	Board of Trustees and Committees	Local Governing Board	School Principal
All financial policies	All	Review and approve draft policies	Draft policies for approval by directors.	No role	No role
Budget	All	Responsible for the development of 3-year budget for the trust and all of its schools, working in consultation with LGBs and Principals.	Review draft budget and recommend to CFO for submission and approval to Trustees. Main Board Review and approve budget recommended by the Finance, Resources and Audit Committee.		Work with CFO to prepare a 3-year budget for the school in accordance with Trust requirements and school improvement priorities. Taking advice and guidance from the CFO.
Allocation of funding within the Trust (including GAG)	All	Advise and recommend distribution of funding to the Trustees via the Finance, Resources and Audit Committee.	Main Trust Board Review and approve funding allocation recommended by the Finance, Resources and Audit Committee.	No role	No role

School in deficit or setting a deficit budget		Recommend to Finance, Resources and Audit Committee that deficit recovery plan should be approved, and monitor progress against the plan.	<ul style="list-style-type: none"> • Finance, Resources and Audit Committee Review and approve the deficit recover plan. • Finance and Resources Committee monitor progress against the plan. 	<ul style="list-style-type: none"> • Review school's progress through termly reports from the Principal. 	<ul style="list-style-type: none"> • Prepare deficit recovery plan with support from the CFO. • Principal delivers the deficit recovery plan.
Budget Monitoring and delivery	All	<ul style="list-style-type: none"> • Ensure the production of monthly management accounts and review performance against budget, taking action where required to achieve the budget. • Present accounts to the Chair of the trust and all 	<ul style="list-style-type: none"> • Chair of the Trust and all Trustees receives monthly management accounts. • Review termly budget monitoring reports for the trust and individual schools. <p>Finance and Resource and Full Board receive accounts at each Meeting.</p>	Supports the Principal in delivering the agreed budget.	<ul style="list-style-type: none"> • Responsible for spending in line with the approved budget and agreeing any changes to individual forecasts with CFO. • Meets with CFO on a monthly basis to review and monitor budget.

		<p>Trustees via email on a monthly basis and termly to the Finance and Resources Committee.</p> <p>The CEO/ CFO will take direct control of school finances where schools:</p> <ul style="list-style-type: none"> • Persistently bypass purchasing or appointment processes set out in the trust's policies; • Fail to follow correct tendering/value for money processes set out in t the trust's policies; or • Forecast an overall negative variance against budget of greater than £5,000 without 			
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		<p>prior agreement from the CFO.</p> <p>Control will be returned to Principals once it can be demonstrated that financial control is embedded within the operations of the school.</p>			
Use of reserves	All	<p>CFO Reviews business case and will either:</p> <ul style="list-style-type: none"> • Approve; • Reject; • Ask for further work to be carried out; or • Recommend to CEO/Trustees where the request is outside of delegated financial powers. <p>CEO approves recommended business</p>	<p>Review and Approve business cases for submissions outside the delegated authority of the CEO.</p>	<p>Reviews business case in line with the school's improvement plan.</p>	<p>Proposes business case to the LGB regarding use of reserves.</p>

		cases from CFO up to delegated limits.			
Capital budget	All	<ul style="list-style-type: none"> Develop 5-year capital programme for the Trust based on available and predicted funding with reference to the estates and ICT strategy (including contingency for unplanned needs) taking into account recommendations from LGBs. Monitor progress against 5-year capital programme. 	Review and approves annual capital programme.	Recommends capital requirements on estates and ICT to the CEO and CFO	Principals to make recommendations to LGB on estates and ICT requirements, following discussions with the CEO and CFO
Writing off bad debts	All	<p>Approve writing off any pupil debts above £500.</p> <p>CEO/ CFO to write off any debts up to £5k. Above 5k to be recommend to the</p>	Finance, Resources and Audit Committee consider any writing off debts greater than £5k.	Authorise up to £500 for individual debts. Recommend debts above £500 to the CFO for consideration of writing off.	Recommend writing off individual pupil debt e.g., school, trips and lunches, up to £500 per pupil.

		Finance, Resources and Audit Committee.			
School staff appointments (with the exception of Principals, Vice Principals and Assistant principals)	All	CEO approves all appointments.		LGB considers the recommendations of the headteacher in light of the school's budget and school improvement plan.	Recommends to the LGB any vacancies and proposed appointments (both existing and new roles).
Expansion/ reduction of existing facilities	All	<p>The CEO will assess any proposal put forward by the Principal.</p> <p>The CEO may decide to:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to the CEO; or • approve the proposal subject to any amendments the CEO considers appropriate; or 	<p>Trustees will review any proposal put to it by the CEO and may:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to it; or • approve the proposal <p>subject to any amendments it</p>	LGB to recommend proposals to expand / reduce any existing facilities at the school to CEO.	<ul style="list-style-type: none"> • The Principal is to agree with the LGB and notify the CEO of any proposal to expand / reduce any existing facilities at the school. • The Principal will provide such further information and assistance as the CEO may need in

		<ul style="list-style-type: none"> reject the proposal; or refer the proposal to the Standards or Finance, Resources and Audit Committee for a decision. 	<p>considers appropriate; or</p> <ul style="list-style-type: none"> reject the proposal. 		<p>order to make a decision concerning the proposal.</p>
Taking on new premises	All	<p>The CEO will assess any proposal put forward by the Principal. The CEO may decide to:</p> <p>The CEO may decide to:</p> <ul style="list-style-type: none"> approve the proposal as submitted to the CEO; or approve the proposal subject to any amendments the CEO considers appropriate; or reject the proposal; or refer the proposal to the 	<p>Trustees will review any proposal put to it by the CEO and may:</p> <p>* approve the proposal as submitted to the CEO; or</p> <ul style="list-style-type: none"> approve the proposal subject to any amendments it considers appropriate; or reject the proposal. 	LGB to agree proposal to take on any new premises.	<ul style="list-style-type: none"> The Principal is to notify the CEO of any proposal to take on new premises following agreement with LGB. The Principal will provide such further information and assistance as the CEO may need in order to make a decision concerning the proposal.

		Standards or Finance, Resources and Audit Committee for a decision.			
Severance, compensation and ex gratia payments	All	Authorise up to £20k	Authorise £20k - £50k. NB over £50k non- contractual and all ex gratia payments require ESFA approval.	No role	No role
Whistle blowing policy	All	CEO/ CFO recommends policy to the board.	Approve policy and receive reports of any incidents of whistle blowing.	LGB to ensure the whistleblowing policy is being promoted to all staff.	To bring the whistleblowing policy to the attention of all staff on induction and annually.
Risk Management	All	<ul style="list-style-type: none"> • Ensure that a trust level risk register in in place. Identify and implement measures to mitigate the risks identified. • Issue reports from the CFO to each meeting of the Finance, Resources and Committee and Full Trust 	<ul style="list-style-type: none"> • Review key risks and measures implemented to mitigate. • Receive reports from the CFO at each meeting of the Finance, Resources and Audit Committee and Full Trust Board regarding new risks and 	Following the termly review by the LGB, the risk register should be submitted termly to the central team.	principals should report on risk to the LGB on a termly basis.



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		<ul style="list-style-type: none"> • All directors to be issued with the risk register via Governor secure email. • Central Team to meet termly to review School level risk registers. 	<p>risk register on a termly basis.</p>		
Insurance	All	CFO procure appropriate insurance for the Trust.	Ensure appropriate insurance arrangements are in place.	Alert the CFO of any additional insurance needs that may be required for their particular school.	Ensure that the school's insurance meet the needs of the school including mini buses etc.

Governance

Feature	Family of Schools	CEO, CFO, SID Central Team	Board of Trustees and Committees	Local Governing Board	School Principal
Establishing the governance plan	N/A	Implements the governance plan and monitors the effectiveness of each LGB, ensuring it is working towards the terms of reference.	<ul style="list-style-type: none"> • Writes the governance plan and receives reports from the executive on performance against this plan. • Sets terms of references for its own committees and that of LGBs. 	<ul style="list-style-type: none"> • Operates within the terms of reference and delegated powers set by the Trust Board. • LGB decides on the structure required to deliver the terms of reference. Self-reviews against terms of reference on an annual basis and submits this to the executive. 	No Role
Appointment of chair of Trust	N/A	No role	Trustees appoint the chair and vice chair of the Trust on an annual basis.	No role	No role

Appointment (and removal) of directors	N/A	No role	Members appoint and remove Trustees.	No role	No role
Appointment (and removal) of governors of local academy boards	School designated intensive support and focused support	<ul style="list-style-type: none"> • Advises the Trustees on the appointment of the chairs of LGBs. • In partnership with Manchester Board of Education approve the appointment of all diocesan governors. • Makes recommendations to the Diocesan Board of Education for the appointment of governors to LGBs. • Responsibility of suspending LGBs and replacing with an Executive Governing Body and appoint members to that board. 	Trustees responsible for the appointment and removal of chair of LGBs and Executive Governing Body.	<ul style="list-style-type: none"> • Recommend new governors to the Chair of Trustees for their approval. • Chairs of LGBs inform the Chair of Trustees/ CEO of any vacancies. • Chairs can recommend to the Chair of Trustee/ CEO the removal of governors when they have not attended without accepting apologies for the last six months; and / or when they have breached the Trust governor code of conduct; where they have / could have brought the school 	No role

		<ul style="list-style-type: none"> The CEO is delegated the responsibility to remove governors when recommended to do so by a chair of a LGB or where he has serious concerns regarding a governors – for example, when they have not attended without accepting apologies for the last six months; and / or when they have breached the Trust governor code of conduct; where they have / could have brought the school or Trust into disrepute as a result of their words or actions either in school or outside of school; 		<p>or Trust into disrepute as a result of their words or actions either in school or outside of school; and / or when they have broken confidentiality (with the exception of whistleblowing).</p>	
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		and / or when they have broken confidentiality (with the exception of whistleblowing).			
Appoint Auditors and Accountant	N/A	CFO co-ordinates tendering process on behalf of Trustees.	Trust Board recommend auditors and accountant to Members, Members Appoint.	No role	No role
Statutory Audit Procedures	All	CFO to prepare and approve the audit documentation and ensure all statutory financial documents are appropriately filed.	The Trust Board is responsible for approving the statutory accounts of the Trust and recommending them to the members.	LGB to monitor any recommendations from auditors that refer to their establishment.	The Principal is to provide such information and assistance in relation to statutory audit procedures as the CFO and the Finance, Resources and Audit Committee may from time to time require. Implement any actions identified by the auditors.
Other major strategic decisions; i.e., the restructure of the central Trust team, the taking on of another school into	All	The CEO will assess any proposal put forward by the Principal and LGB. The CEO may decide to:	Trustees will review any proposal put to it by the CEO and may: •approve the proposal as submitted to it; or •approve the proposal	<ul style="list-style-type: none"> The LGB will make its views known to the CEO regarding any major strategic decisions the Trust is considering 	<ul style="list-style-type: none"> The Principal is to notify the CEO of any proposal of a major strategic nature.

<p>the Trust, the growth plan of the Trust School strategic decisions, e.g. changing the school's PAN, running /ceasing to run a school based nursery, establishment /cessation of a before/after school provision.</p>		<ul style="list-style-type: none"> • approve the proposal as submitted to the CEO; or • approve the proposal subject to any amendments the CEO considers appropriate; or • reject the proposal; or • refer the proposal to the Standards Committee / Finance, Resources and Audit Committee (as appropriate) for a decision. 	<p>subject to any amendments it considers appropriate; or</p> <ul style="list-style-type: none"> • reject the proposal. 	<p>through a formal consultation period.</p> <ul style="list-style-type: none"> • The LGB will refer to the CEO any major strategic decisions the school is considering. 	<ul style="list-style-type: none"> • The Principal will provide such further information and assistance as the CEO may need in order to make a decision concerning the proposal.
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Stratigic Direction

Feature	Family of Schools	CEO, CFO, SID Central Team	Board of Trustees and Committees	Local Governing Board	School Principal
Development of the strategic plan for the Trust	N/A	Advises the Trust Board on strategic development through the Trust Improvement Plan (TIP) and reports to Trustees on the implementation and impact.	Set the strategic direction of the Trust and monitor its Implementation.	Are consulted via the Chairs' Forum.	Are consulted via Heads Together Network meeting.
School Improvement Plans	All	<p>SID undertakes approval of school improvement plans.</p> <p>CEO ensures LGBs are undertaking their monitoring role effectively in regard to evaluating school improvement plans.</p>	<p>Monitor performance of schools via KPIs.</p> <p>Standards Committee receives reports from SID regarding effectiveness of school improvement plans.</p> <p>CEO ensures that SID and Teaching and Learning consultant(s) are undertaking their monitoring role effectively in regard to evaluating</p>	Monitor progress towards success criteria of school improvement planning for individual schools.	Responsible for writing and delivery of school improvement plans in conjunction with senior leadership teams.

			school improvement plans.		
Scheme of delegation	N/A	No role	Articles of association are amended by the 'members' but the directors can advise members.	No role	No role



Quality of Education/ School Improvement					
Feature	Family of Schools	CEO, CFO, SID Central Team	Board of Trustees and Committees	Local Governing Board	School Principal
School Improvement Plan (including curriculum and standards)	All	The SID is to summarise and present School Improvement Plans to the Standards Committee.	The Standards Committee to receive reports from the SID regarding the implementation and impact of each School Improvement Plan.	The Local Governing Board will receive termly reports on progress toward priorities in the School Improvement Plan from the Principal and to report significant underperformance in the proposed plans to the SID.	<ul style="list-style-type: none"> • The Principal is to draw up an annual draft School Improvement Plan in conjunction with the SID to improve the school and also supports the delivery of the Trust’s strategic aims. • The Principal is to ensure the on-going monitoring of the SIP and report this

					progress to the SID on a termly report.
School Improvement Strategy (including LP days and MTLRs)	All	<ul style="list-style-type: none"> The SID is to monitor delivery of the School Improvement Programme on a termly basis or at such other intervals as the standards Committee may from time to time determine, with resultant intervention if necessary. SID plan and broker in external school improvement partner (ECM) and devise annual programme of Leadership Partner days (minimum of 2 per year) and Moderated Teaching and 	The Standards Committee to receive reports from the SID regarding the implementation and impact of the Trust School Improvement Strategy.	The Local Governing Board will receive termly reports on aspects of the Trust School Improvement strategy through trust Development Days.	Principals and Assistant principals are consulted and informed via Heads Together Network meeting.

		<p>Learning Reviews (Minimum of 1 per year).</p> <ul style="list-style-type: none"> Schools designated requiring intensive support will have additional external support when deemed by the SID and CEO. 			
School Hours and term dates	All	The CEO will approve the opening and closing times/ terms for schools.	No role	The LGB recommends opening and closing times/ term dates to the CEO for approval / amendment.	The Principal recommends opening and closing times to the Local Governing Board.
Admissions, Appeals Policies.	All	Makes the final decision regarding applications for EHCP pupils or Looked After Pupils where the LGB was planning not to admit.	<ul style="list-style-type: none"> The Trust Board will approve all such admissions criteria and policies and any amendments to them. The Trust board is the admissions body', but delegates the 	<ul style="list-style-type: none"> The LGB will formulate its own admissions criteria and appeals policies and submit to the Trust Board for approval. LGBs can admit up to their PAN – above 	Principal follows the admission criteria set by the LGB.

			<p>day-to-day running of this to LGBs.</p> <ul style="list-style-type: none"> The board will decide upon the pupil admission number in each school. 	<p>this admission number must be communicated to the CEO for approval.</p> <ul style="list-style-type: none"> Any EHCP or Looked After Pupils that LGBs are proposing not to admit must be referred to CEO for final decision. The LGB will advise the Trust Board when a change of Pupil Admission Number is required. 	
Exclusions	All	<ul style="list-style-type: none"> CEO monitors the number of exclusions in schools and holds leaders to account where exclusions appear high. To receive reports from Principals on 	Monitors exclusion rates across the Trust.	<ul style="list-style-type: none"> Hears appeals from parents regarding Exclusions. LGB develops its own exclusions policy (normally within the school's behaviour policy). 	<ul style="list-style-type: none"> It is the Principal's decision to exclude – in their absence they can delegate this to another member of SLT but SLT should endeavour to get the Principal's approval.

		any assaults on staff.			<ul style="list-style-type: none"> All assaults on members of staff should be reported to the CEO.
Other school policies	All	The CEO/ SID/ CFO will ensure that each school is compliant regarding the policies that it requires.	Receives report from the CEO/ SID/ CFO that all school policies are complaint.	<ul style="list-style-type: none"> The following policies remain the responsibility of the LGB: <ul style="list-style-type: none"> Safeguarding Health and Safety Individual bespoke school-based policies (Curriculum polices/ ethos/ in house arrangements) Performance management. All Bolton HR policies are followed 	<ul style="list-style-type: none"> Principal to check with CEO re status of individual polices, in house/Trust-wide. Principal to draft school only policies for LGB approval – ensuring all policies are reviewed in a timely manner (at least annually for health and safety and safeguarding).
Emergency closures e.g. due	All	Authorise emergency closures of schools beyond 1 day.	No role	Chair of LGB to liaise with headteacher regarding emergency closures.	The Principal to make a decision on day 1 of risk of closure in consultation with their chair of LGB

to snow / Flooding / water burst / COVID		Report closures of more than 1 day to the Finance, Resources and Audit Committee.			and then inform the CEO of the closure. If the closure is for more than one day then a decision to continue close must be agreed by the CEO.
Website compliance	All	SID to ensure a central check of each school's website and CEO Trust's own website is undertaken annually and reported to the Finance, Resources and Audit Committee.	Receives reports from the CEO/ SID on compliance.	Principal to report to LGBs on a termly basis to confirm that the school's website meets requirements.	Principals are to ensure that their school website meets all legal and Trust requirements and report any issues to the CEO/ SID in a timely manner.
Pupil Premium and Sports Premium	All	SID to issue an annual report to Trustees regarding the spend within the Trust on Pupil Premium and Sports Premium with reassurances that it has been spent in accordance to the restricted grant	Standards Committee receives reports from the SID regarding the spending of Pupils Premium and Sports Premium.	Request reports from school leaders on the effectiveness of the funding and ensure the website is compliant termly.	Ensure that Pupil Premium and Sports Premium is used in accordance with the DFE Grants and that it can be evidenced to be having impact Ensure the school website contains the relevant information regarding the spending of

		funds, in conjunction with the CFO.			these grants for Ofsted compliance.
Collaborations and partnering arrangements	All	<p>The CEO will assess any proposals put forward by the Principal.</p> <p>The CEO may decide to:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to the CEO; or • approve the proposal subject to any amendments the CEO considers appropriate; or • reject the proposal; or • refer the proposal to the Standards Committee for a decision. 	<p>The Standards Committee will review any proposal put to it by the CEO and may:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to it; or • approve the proposal subject to any amendments it considers appropriate; or • reject the proposal. 	<p>Ensure that any collaboration or partnering arrangement with other schools offer 'value for money'.</p>	<p>The Principal is to notify the CEO of any proposals to enter into, renew, amend or terminate any collaboration or partnering arrangement with other schools that involves payment in excess of £5,000.</p> <p>The principal will provide such further information and assistance as the CEO may need in order to make a decision concerning the arrangement.</p>



HR					
Feature	Family of Schools	CEO, CFO, SID Central Team	Board of Trustees and Committees	Local Governing Board	School Principal
Pay and performance management	All	<ul style="list-style-type: none"> • CEO ensures that all central staff receive appropriate appraisal and remuneration. • Set the pay ranges of Principals at each school and approves pay increments. • The CEO and SID performance manage all principals, in consultation with the LGB chair of governors and 2 Trustees and 	<ul style="list-style-type: none"> • Approval of whole Trust Pay Policy, pay scales and benefits. • Performance management of CEO and remuneration package Trustees act as the Pay Body for the whole-trust, although this function is delegated to each school LGB to undertake for their staff. 	<ul style="list-style-type: none"> • LGB chair of governors and a further two governors supports the CEO / SID in the annual appraisal of the Principal. • To receive an annual report from the Principal regarding the implementation of the school's PM/ appraisal systems. • To receive pay recommendations and approve these for all staff, with 	<ul style="list-style-type: none"> • Ensures that appraisals are undertaken in accordance with school PM / appraisal policy and report outcomes of these to the LGB. Following these reviews the Principal makes recommendations to the LGB regarding any salary increases. • Implements the Trust wide Pay Policy.

		<p>report on the appraisal process to the Trust Board.</p> <ul style="list-style-type: none"> • Review any amendments to school level Performance Management / appraisal polices presented by LGBs. • The CEO and panel of Trustees, in consultation with the LGB will appoint Principals. • The CEO/ SID and the Principal will lead jointly on the process for filling any vacancies in the Senior Leadership Team. • If there is any dispute between the two the views of the CEO and the Principal/LGB the views of the CEO will determine the final decision. 	<ul style="list-style-type: none"> • Chair of Trustees is a member of the performance management panel for each school. 	<p>the exception of the Principal.</p> <ul style="list-style-type: none"> • Review any amendments to school level Performance Management / appraisal polices presented by the Principal and refer these to the CEO for final approval. 	<ul style="list-style-type: none"> • Reviews the school's Performance Management / appraisal polices and makes recommendations for amendments to the LGB.
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<p>Senior Leadership Team appointments</p>	<p>All</p>	<p>The CEO, in consultation with the Chair of Trustees and the Chair of the LGB will appoint Principals.</p> <p>The CEO and SID will lead jointly on the process for filling any vacancies in the Senior Leadership Team.</p> <p>If there is any dispute between the two the views of the CEO and Chair of Trustees and the LGB the views of the CEO/ Chair of Trustees will make the final decision.</p>	<p>The board will be informed of the appointment of senior leaders in all Schools.</p>	<p>The LGB will have representation on the appointment board for SLT appointments, including the appointment of Principals.</p> <p>The LGB will agree the staffing structure for the school, including the composition of the SLT – this will be part of the budget approval arrangements.</p>	<p>The Principal is to notify the CEO as soon as the headteacher becomes aware of any potential vacancy in the Senior Leadership Team.</p> <p>The Principal will then lead the process jointly with the CEO and SID.</p>
<p>Teacher/ Support Staff Appointments</p>	<p>Intensive support and focused support schools</p>	<p>CFO to lead in the appointment of site supervisors and catering leads (e.g. catering managers / cooks).</p> <p>CFO to be involved in the appointment of admin leads in schools In priority schools, the CFO will be a member of the</p>	<p>No role</p>	<p>The Chair of the LGB will nominate a representatives participate in the teacher appointment process where possible. No representation is required for appointment of non-teaching staff, other than</p>	<p>The Principal will lead the process for filling teacher vacancies in conjunction with the Senior Leadership Team and the representative of the Local Governing Board referred to in line with the Trust recruitment policy.</p>

		<p>recruitment panel for the appointment of admin leads.</p> <p>SID to lead on all teacher appointments and middle leadership appointments. In core schools SID will be present to advise and support.</p>		<p>the school admin lead where it is desirable.</p>	<p>CFO and HR Officer to be informed and to approve all planned appointments before recruitment commences</p> <p>In priority schools, the CEO / or SID must be invited to sit on the recruitment panel for all teaching and leadership posts in the school.</p>
External Education Consultant Appointments	All	<p>Decisions concerning the appointment of external consultants will lie with the CEO.</p>	No role	<p>LGB to make representation to the CEO/ SID where they feel additional consultancy support is required in order to support leadership within the school. The LGB to inform the CEO/ SID if they feel this support is not effective.</p>	<p>The Principal to make recommendations to the CEO/SID for the need of external consultant services.</p>
Terms of Employment	All	<p>The CEO is to review and comment on any proposals that may involve a change to the terms of employment and</p>	<p>Decisions concerning any change to the terms of employment of school staff (both teaching and support) will lie with the Trust Board.</p>	<p>The Local Governing Board is to be consulted by the Trust Board in connection with any proposed change to terms of employment.</p>	<p>The Trust to consult the Principal on any proposed change to terms of employment.</p>

		<p>make recommendations to the Trust Board.</p> <p>It is to be noted that the Trust adhere to all national terms and conditions</p>			
Redundancies	All	<ul style="list-style-type: none"> • The CEO/ CFO is to review any redundancy proposals the CEO may receive from the Principal. • The CEO may initiate a review if the CEO believes there is a need to do so. 	<ul style="list-style-type: none"> • Decisions concerning the making of any redundancies will lie with the trust Board. • The Trust Board will consider any representations made by the CEO, the Principal and/or the Local Governing Board. 	<ul style="list-style-type: none"> • The Local Governing Board is to provisionally approve any redundancies and then notify the CEO of any proposed redundancies. The LGB will run the consultation on behalf of the Trust. • The CEO may attend and take part in the consultation if the CEO considers this appropriate. 	The Principal will provide such ongoing assistance the CEO/ CFO may require in considering any redundancy proposals.
Dismissals (including as a result of failure of probationary period)	All	<ul style="list-style-type: none"> • The CEO is to be consulted on all dismissals. 	<ul style="list-style-type: none"> • Trustees will participate in dismissal hearings for principals only. 	<ul style="list-style-type: none"> • A committee of the LGB will be formed to consider any 	<ul style="list-style-type: none"> • The Principal is to notify the CEO as soon as possible after becoming

		<ul style="list-style-type: none"> The CEO will participate in dismissal hearings for all senior leaders and Principals. 	<ul style="list-style-type: none"> Trustees will receive reports from the CEO regarding any dismissals that have taken place. 	<p>recommendations from school leaders for the dismissal of staff as a result of disciplinary, probationary issues etc. Where there are insufficient governors to undertake the dismissal hearing governors from other Trust schools may be seconded on to the committee to hear the case and / or members of the executive.</p> <ul style="list-style-type: none"> Dismissal hearings of senior leaders, excluding Principals will be heard by two governors and a member of the central team, usually the CEO. 	<p>aware of any circumstances that may merit the dismissal of any employee.</p> <ul style="list-style-type: none"> The Principal will provide such ongoing assistance the CEO may require in considering whether dismissal is appropriate.
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				<ul style="list-style-type: none"> Dismissal hearings of Principals will be heard by the chair of governors and a member of the central team, usually the CEO and two Trustees. 	
Other Disciplinary and Capability Measures	All	<ul style="list-style-type: none"> The CEO will follow the Trust Disciplinary Policy for any central Trust staff, Principals and members of the central Team (This is Bolton’s policy. The CEO will follow the capability policy for each school for Principal capability (Bolton policy). The CEO is delegated the responsibility to suspend Principals and school senior leaders, central staff and members 	<ul style="list-style-type: none"> Disciplinary and capability issues related to Principals and senior leaders in schools will be brought to the attention of Trustees for their oversight to ensure procedures have been correctly followed. The Chair of the Trust Board will deal with any disciplinary / capability issues related to the CEO. 	The Local Governing Board Chair should report any disciplinary /capability issues regarding the Principal directly to the CEO who will report these on to the Trust Board.	<ul style="list-style-type: none"> The Principal is to notify the CEO as soon as possible after becoming aware of any circumstances that may merit the imposition of disciplinary and/or capability measures The Principal will follow Bolton Disciplinary Policy for any staff for discipline matters and their own policy for capability measures. The Principal is delegated the

		<p>of the central team where it is felt that this is necessary, either before a disciplinary investigation commences or during the process.</p> <p>Subject as noted below, the CEO is to notify the Trust Board:</p> <ul style="list-style-type: none"> • if the employee concerned is the Principal, a member of the Senior Leadership Team of the school or a member of Trust central team; and • the CEO considers the imposition of a disciplinary or capability measure is or may be the appropriate course of action. 			<p>responsibility to suspend members of staff, other than senior leaders where it is felt that this is necessary, either before a disciplinary investigation commences or during the process. The CEO should be informed of any suspension immediately.</p>
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<p>Safeguarding</p>	<p>All</p>	<p>The CEO is to inform the Board of Trustees of any safeguarding issues raised in respect of any member of staff.</p> <p>CEO to ensure that safeguarding procedures within the schools and centrally meet all national and local requirements.</p>	<p>Trust Board to issue a safeguarding statement of intent regarding its school's systems and procedures and will implement a Safeguarding Policy which applies to centrally employed staff.</p> <p>Full board to receive termly reports regarding safeguarding provision within its schools.</p>	<p>LGBs are responsible for ensuring that their safeguarding policy is reviewed at least annually and meets national requirements and the requirements of their Bolton's Safeguarding Board.</p> <p>It is the responsibility of the LGB to ensure that safeguarding procedures are implemented, and that the LGB has systems in place to audit the effectiveness of the procedures.</p>	<p>The Principal is to ensure the named LADO, CEO and chair of LGB are notified immediately of any safeguarding issues or concerns relating to staff.</p> <p>The Principal is delegated to day-to-day administration of safeguarding procedures in their school, ensuring that national, local and Trust safeguarding systems and procedures are implemented.</p> <p>Principals should ensure that there is a robust system in place for inducting all new staff and volunteers into the school's safeguarding systems. It is the Principals' responsibility to ensure that checks are undertaken on all staff and certain volunteers that work in the school prior to their</p>
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					appointments including DBS checks and reference requests.
Continuous Professional Development (CPD)	All	<p>The CEO should ensure that CPD is provided for Trust Board, individual Trustees and governors and the LGB collectively.</p> <p>The SID and CFO to 'sign-off' each school's planned spending for CPD for the year.</p>	<p>The Standards Committee and through Trust Development days, will termly review the impact of Trust wide CPD programmes in improving the quality of teaching and learning and overall provision within schools.</p>	<p>Ensure that the Principal receives regular CPD and liaise with the CEO where it is felt additional support is required which they cannot access.</p> <p>The chair of the LGB should ensure that CPD is provided for individual governors and the LGB collectively.</p>	<p>The Principal is to include in the school improvement plan appropriate proposals for CPD.</p> <p>The Principal may spend that part of the school's budget for CPD in accordance with:</p> <ul style="list-style-type: none"> • the agreed SIP; and any general guidelines from time to time notified by the SID • The Principal to submit their planned CPD programme and associated costs for the year to the SID and CFO.

<p>Continuous Professional Development (CPD) INSET days</p>	<p>Core and Focused Designated schools</p>	<p>CEO to authorise the INSET days set by schools ensuring that the training days link to the school's improvement plan.</p>	<p>No role</p>	<p>LGBs should monitor the impact of training Days.</p>	<p>The Principal, in liaison with the Local Governing Board should set 5 training days. The proposed dates and content of the training days should be submitted before the start of each school year to the SID for signing- off.</p> <p>1of the 5 training days per year may be designated as a Trust training day to be held on the same day to address Trust wide or hub issues.</p>
<p>Continuous Professional Development (CPD) INSET days</p>	<p>Intensive support designated schools</p>	<p>CEO to authorise the training days set by schools ensuring that the training days link to the school's improvement plan.</p> <p>CEO to authorise additional Training days, ensuring that the training</p>	<p>CEO to report additional training days to the Trust Board and justify the need for these.</p>	<p>LGB agrees that requests for an additional training day can be made to the CEO.</p>	<p>Where the Principal feels that there is a particular issue that needs addressing immediately and additional in-service closure days are required they may request 2 additional closure day from the CEO following agreement from the LGB.</p>

		days link to the school's improvement plan.			
Headteacher illness	N/A	The CEO will monitor and manage the headteacher's absences in line with the school's own Absence Monitoring Policy.	No role	No role	On the first day of illness the headteacher should inform the CEO and the chair of LGB of their illness and keep the CEO and chair of LGB updated in line with the school's absence policy during the absence.
Staff illness (non headteacher)	All	The CFO to delegate to the HR Officer to ensure that school leaders are administering their Staff Absence Monitoring policies and complying with their requirements.	Staff absence rates to be presented termly to the Finance, Resources and audit Committee and Internal Risk Committee.	LGB to monitor staff absence through the termly Principal reports to LGB and ensure that the Principal is following their policy.	<p>The Principal should administer the school's Staff Absence Monitoring Policy and meet the required timescales as set according to Bolton's policy.</p> <p>The Principal should bring to the attention of the CFO via the Trust HR Officer when staff meet certain triggers as specified within their policy.</p>



Asset Management

Feature	Family of Schools	CEO, CFO, SID Central Team	Board of Trustees and Committees	Local Governing Board	School Principal
Negotiation and renegotiation of contracts including leasing and other agreements etc	All	The CEO will delegate to the CFO the work to finalise the terms of any significant contracts that may have a material impact on a school or the wider Trust family.	<p>CFO to report to the Finance, Resources and Audit Committee on an annual basis of all contracts that the Trust has engaged in.</p> <p>Contracts outside of the budget and outside of the CEO delegated authority to be brought to the attention of the Finance, Resources and Audit Committee for their approval.</p> <p>Trustees can ask to be involved in the tendering of any contracts that they</p>	<p>LGB to enter into contracts with organisations that generate income for schools; e.g., contract with the LA re the school's nursery funding.</p> <p>LGB to consult with the CFO re any contracts / licenses with outside agencies to rent space within the building (not lettings).</p>	<p>The Principal is to notify the CFO of the school's intention to negotiate or renegotiate any external contracts, including for assets.</p> <p>The Principal will take such action as the executive may reasonably require in connection with the negotiations or renegotiations.</p>

			do not have a pecuniary interest in.		
Inventory	All	<p>CFO to maintain fixed asset registers for the trust and its schools.</p> <p>CFO to delegate to individual schools to maintain asset registers and then to monitor.</p>	Ensure the trust maintains an up-to-date inventory.	Ensure that the school maintains all assets within the school.	<p>Maintain an inventory of any stock items held at the school and conduct regular stock checks.</p> <p>Notify the central team of any additions or disposal of fixed assets.</p> <p>Ensure assets are appropriately and securely stored within school.</p>
Disposal of assets (non-land and buildings)	All	<p>CFO to approve disposal between £1k and £10K.</p> <p>CFO will recommend to the CEO any disposals that are between £10k and £25k. The CEO can authorise at this level.</p> <p>The CEO will report asset disposals received from the Principal and CFO up to £25k to the Finance, Resources and Audit Committee. Items above</p>	<p>Authorise disposal of assets over £25k.</p> <p>The Finance, Resources and Audit Committee will review any proposals for asset disposals made by the Principal (it will take into account any recommendation made by the CEO).</p> <p>Disposal above £25k to be delegated to the Finance,</p>	Receive reports from the Principal of items to remove from the inventory before Disposal.	<p>The Principal may authorise any disposals that are :</p> <ul style="list-style-type: none"> • related to assets with a market value of less than £1k (either as one item or in total) <p>The Principal will recommend to the CFO any disposals that are between the value of £1k and £10k.</p>

		£25k to be referred to the Finance and Resources Committee.	Resources and Audit Committee.		
Premises maintenance programme.	All	The CFO, in conjunction with the CEO, and the Principal will work together to prepare and present an annual Premises Maintenance Programme to the Finance, Resources and Audit Committee.	The Finance, Resources and Audit Committee will review the Premises Maintenance Programme annually and may decide to: <ul style="list-style-type: none"> •accept it as drawn; or •accept it with such modifications as it believes are appropriate; or •call for the Programme to be revisited and revised before further consideration is given to it. 	LGB governors to ensure that the proposals put in place by the Principal meet the requirements from their premises reviews.	The Principal will provide such assistance as the CFO may require in connection with the preparation and presentation of the Premises Maintenance Programme for the school.
Legal claims	All	The CEO is to assess the likelihood of the claim or proceedings succeeding and the likely impact on both the school and the Trust should this happen.	The Trust Board may instruct the CEO and/or the principal and/or the Local Governing Board to take such action as it may reasonably require in relation to the defence or	The Local Governing Board will act on any instructions received from the Trust Board and/or the CEO.	The Principal is to notify the CEO of any actual or potential claims or proceedings affecting the school as soon as becoming aware of them.

		<p>If the CEO considers the matter sufficiently serious to merit it, the CEO may report the claim or proceedings to the Trust Board.</p> <p>The CEO will act on any instructions received from the Trust Board.</p> <p>Provided this does not conflict with the instructions of the Trust Board, the CEO may instruct the Principal and/or Local Governing Board in relation to the appointment of legal advisers and/or the conduct of the claim or proceedings.</p>	<p>prosecution of any claim or proceedings.</p>		<p>The Principal will act on any instructions received from the Trust Board and/or the CEO.</p> <p>Other than in cases of utmost necessity, the Principal may only appoint legal advisers with the prior written approval of the CEO. Principals should only use the services of Browne Jacobson Solicitors or CST (Confederation of School Trusts) unless prior approval has been given by the CEO.</p>
Health and Safety	All	<p>Ensure that all schools have a Health & Safety policy and that it is legally compliant (through use of external consultants initially).</p>	<p>The Finance, Resources and Audit Committee to agree Health & Safety statement of intent and delegate to individual schools responsibilities to</p>	<p>Ensure school has legally compliant H&S Policy (and submit this to the CFO annually) and carries out its statutory duties which have been delegated in</p>	<p>Carry out the H&S statutory duties and report to the LGB termly.</p> <p>Ensure an accident book is used to record all</p>

		<p>Receive termly reports from LGB to ensure statutory duties are being carried out.</p> <p>Report to the Finance, Resources and Audit Committee annually on effectiveness of the schools' health and safety procedures.</p>	<p>maintain their own H&S policy and adhere to it.</p> <p>Receive annual reports from the CEO/ CFO regarding schools' adherence of responsibilities.</p>	<p>full to the LGB by the Trust Board.</p>	<p>accidents and safety incidents.</p> <p>Notify CEO of any incidence that reportable to HSE or results in a hospital visit.</p>
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