



# St James & Emmanuel Academy Trust

Didsbury CE  
Primary School



West Didsbury CE  
Primary School



St Wilfrid's CE  
Primary School



## Interpretation Guide to - Scheme of Delegation

This scheme is effective from 1/4/18

# 1 Background and Context

## 1.1 St James and Emmanuel Academy Trust

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

## 1.2 Director Responsibilities

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

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

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

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

## **2 Ethos and Values**

### **2.1 Mission statement of St James and Emmanuel Academy Trust**

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

#### **Belonging:**

- to each other in mutual support, respect and trust;
- to the community of Didsbury, committed to playing an active role in providing outstanding local primary schooling;
- to the Diocese of Manchester, as part of a family of 191 distinctive Church of England schools;
- to the world in which we live, caring for the whole creation regardless of race, religion or background.

#### **Believing:**

- in our gifts and abilities, as each child is unique and valuable;
- in our potential, as each child will be challenged and nurtured;
- in our Christian faith, as each child will be guided by our church ethos and values.

#### **Becoming:**

- responsible and productive – a force for good in society;
- engaged and pro-active – ready to change and challenge the world around us;
- aware of our vocation, with a growing sense of purpose and preference;
- well-rounded and self-aware, through a holistic and broad-based education.

### **2.2 Our guiding principles are:**

- To work locally to ensure maximum support where and when it is needed
- To provide a catalyst for innovation and problem solving
- To inspire each generation to be the best they can be
- To foster collaboration and knowledge sharing across our educational communities

### **2.3 Our key objectives are:**

- To transform the lives of young people by raising aspirations and achievements
- To provide a broad and balanced curriculum supported through a wide range of extra curriculum provision
- To give learners consistency of standards across our schools to enable confident progression to the next level
- To share resources and knowledge to provide outstanding value for money and reduce duplication
- To have one voice in a rapidly changing external environment
- To provide professional learning communities to provide and support teacher and teaching assistant development
- To raise attainment in all areas of the curriculum but especially English, Mathematics and Science

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

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

### 3 Structure - St James and Emanuel Academy Trust

#### Members

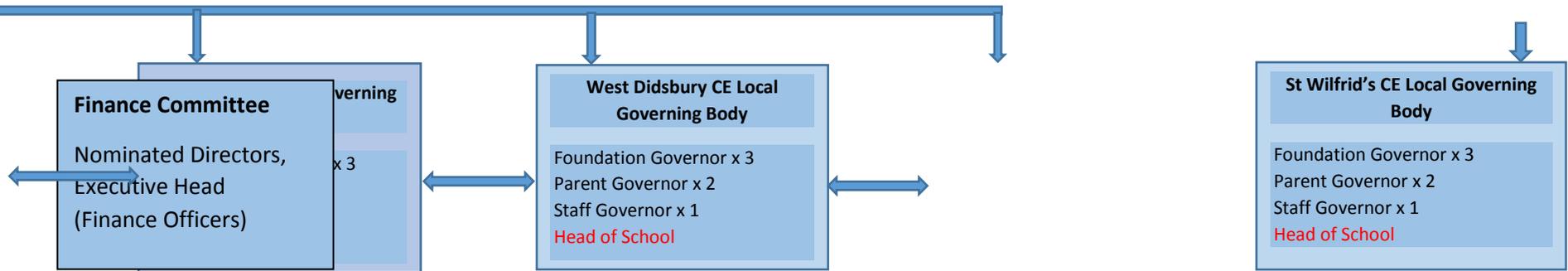
Incumbent, St. James and Emmanuel Parish  
 Incumbent, St. Wilfrid's P  
 St. James and Emmanuel Parochial Church Council  
 Manchester Diocesan Board of Education of Manchester

The Members of the Trust will be responsible for the appointment of the Board of Directors (Governors). For Foundation Directors, when a vacancy occurs the PCC will advertise it and publish a short job description and invite applications. The applicants are then considered and appointed by the PCC at one of their bi-monthly meetings. Parent and Staff Directors are elected by their relevant bodies

#### Board of Directors

Ex officio Trust Member  
 Diocesan Trust Member  
 Director (Foundation)  
 Director (Foundation)  
 Director (Foundation)  
 Executive Headteacher & Accounting Officer  
 Chair LGB x 3

The Directors will be the responsible body for the schools and be the employer of staff in the schools. The main functions of the Trust would be (a) ensuring clarity of vision, ethos and strategic direction (b) holding the Executive Headteacher to account for the educational performance of the school and its pupils, and the performance management of staff (c) overseeing the financial performance of the trust and making sure its money is well spent; (d) to ensure the Christian character of Trust Schools is maintained; (e) Appointment of Executive Headteacher and Head of School; (f) Final approval of proposed capital programmes and final approval of school and central budgets; (g) Accountability to external government agencies, including the Department for Education (and any successor bodies), for the quality of the education provided and the establishment of systems through which they can assure themselves of quality, safety and good practice. The Board of Directors will meet 4 times a year



Support the vision and direction of the Trust. Set and review the vision and direction for each school within the framework of the Trust vision. Approval of school budget. Oversee financial monitoring of their school;  
 Hold the School Headteacher to account for standards at their school and report annually to the Directors;  
 Approval of capital programmes before submission to the Board of Directors.  
 The Local Board will meet 6 times a year

### **3.1 St James and Emmanuel Academy Trust**

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

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

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

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

**3.2** The Chair and Vice-Chair will be appointed by the Trust Board. The Chair or a designated Governor will be appointed as Director for the duration that this position is held. If the number of Academies exceeds 3, the Chairs of the Local Governing Boards will elect 3 from amongst their numbers to be Directors. The Chair of the Local Governing Board, when acting as the Academy's representative, shall normally consult with the Local Governing Board before voting on any resolution of the Board of Directors.

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

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

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

## The Seven Principles of Public Life

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

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

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

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

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

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

**Honesty:** Holders of public office should be truthful.

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

## GOVERNANCE

RESPONSIBILITY	Members	Directors (MAT Board)	Governors (LGB)	Executive Head
<p>Legal responsibility for the Academy Trust in upholding the Articles of Association and ensuring statutory compliance.</p>	<p>'Own' the Academy Trust. Have ultimate responsibility for the Trust.</p> <p>Hold the Directors to Account for the Management of the Trust</p> <p>Secure the Christian ethos, identity and standards of conduct within the Trust</p>	<p>Manage the business and exercise all the powers of the Trust subject to: The Companies Act 2006; The Articles of Association; Special resolution of the Members; Funding Agreement or Academies Financial Handbook; Employment law; School Admissions Code.</p> <p>Conduct the business of the Academy Trust. Determine what to delegate to any committees, Local Governing Boards, individual Directors, Executive Headteacher</p>	<p>. To be responsible for its own processes in line with the legal requirements and as set down in the Scheme of Delegation agreed by the Trust</p> <p>To be responsible for succession planning and the recruitment of Governors to ensure an appropriate balance of skills and effectiveness</p> <p>To be responsible for its own training and to participate in Trust Training arrangements</p> <p>To be responsible for evaluating its own</p>	<p>To act as the Chief Executive and Finance Officer of the Trust and be an Executive member of the Board of Directors.</p> <p>As required by the most recent School Teachers' Pay and Conditions Document and National Standards of Excellence for Headteachers, to be responsible for the internal organisation, management and control of the Trust and its schools</p> <p>. To provide professional leadership and management for the</p>

<p>Creating, maintaining and developing the Christian ethos of the Trust based on the core principles of Belonging, Believing Becoming.</p> <p>Ensure effective governance, appropriate delegation and organisation to meet the Trusts core purpose.</p>	<p>Ensure the Trust pursues its charitable objects and maintains a close relationship to its Foundation Diocese and Parishes</p> <p>Ensure the Board of Directors comply with Company and Charitable Law</p> <p>Appoint or remove some members</p> <p>Appoint and remove Directors in line with agreed procedures</p> <p>Amend the Articles of Association (with DBE consent)</p>	<p>Ensure the Christian character and ethos of the Trust is upheld and developed by providing clarity of vision, ethos and strategic direction</p> <p>Ensure Board decisions and actions comply with Company and Charitable Law</p> <p>Holding Executive Leaders to account for the educational performance of the Trust and its pupils, and the performance management of staff.</p> <p>Overseeing the financial performance of the Trust and making sure money is well spent</p> <p>Notify the members of any Director vacancies appointed by the Members</p>	<p>processes and effectiveness</p> <p>To ensure governors are responsible for declaring any business interests they have in relation to the school</p> <p>To ensure the activities and decisions of the LGB are consistent with vision, ethos and strategic direction of the Trust and are communicated clearly to the school community</p> <p>Holding School Leaders to account for the educational performance of the school and its pupils, and the performance management of staff.</p> <p>Overseeing the financial performance of the school and making sure money is well spent</p>	<p>school within the context of the Articles and Instruments of Association of the St James and Emmanuel Academy Trust.</p> <p>To create, inspire and embody the Christian ethos and culture of the Trust and its schools, securing its mission Statement</p> <p>Holding School Leaders to account for the educational performance of the Trust and its pupils through providing challenge advice and support.</p> <p>Ensuring consistency across Trust Schools for the performance management of staff.</p>
--	---	---	---	--

	<p>Attend the Academy Trusts Annual General Meeting</p> <p>Receive an Annual Report from the Directors and any other relevant report relating to the Trust. Ask questions, vote and pass resolutions</p> <p>To appoint or remove the Academy Trusts Auditors</p> <p>Change the name of the Academy Trust</p> <p>To wind up the Trust.</p>	<p>Arrange an Annual General Meeting</p> <p>To present the Annual Report including Audited Accounts and any financial concerns Identifying any litigation and reputational risks Presenting any Siams, Ofsted inspection reports or external monitoring reports</p> <p>Responsible for succession planning and the recruitment of the Trust Chair, Board Members and LGB Chairs</p> <p>Ensure an appropriate balance of skills, knowledge and effectiveness within the Trust Board and LGBs ensuring an induction process is in place.</p> <p>Responsible for evaluating their own</p>	<p>To establish sub-committees or working groups where necessary to examine or develop the work of the school or deal with specific matters as deemed advisable.</p>	<p>Establishing good practice for the financial performance of the Trust</p> <p>Making sure money is well spent by ensuring expenditure is in line with the scheme of financial delegation</p>
--	---	--	--	--

effectiveness,  
identifying training need

**FINANCE**

<b>RESPONSIBILITY</b>	<b>Head of School</b>	<b>Executive Head</b>	<b>Local Governing Body (LGB)</b>	<b>Finance Committee</b>	<b>Full MAT Board</b>
<ul style="list-style-type: none"> <li>Budget Forecast</li> </ul> <p>Submission of consolidated Budget Forecast by 31 July for the following financial year including capital projects</p>	<p>The Head of School will have primary responsibility for preparing the draft Budget in consultation with the Executive Head, LGB and with the support of the MAT finance committee as necessary during May in accordance with a pre-arranged timetable.</p>	<p>The Executive Head will work alongside the head of school and business manager to prepare the draft budget for each school. The Executive Head will take all draft budgets to the Finance committee for an overview of the consolidated budget and benchmarking purposes.</p>	<p>The Head of School will refer the Draft Budget to the LGB which will make recommendation for approval to the Finance Committee with any amendments it feels are appropriate.</p>	<p>The Finance Committee will carry out a review of the draft Budget Forecast and make a recommendation for approval to the full MAT Board</p>	<p>The full MAT Board will approve the consolidated Budget Forecast for the MAT including the individual school budget prior to submission to the EFA by 31 July</p>
<p>Revisions to budget during the year as appropriate</p>	<p>The Head of School may make revisions to the budget during the year as appropriate with involvement</p>	<p>The Exec Head will ensure all revisions are accounted for on the monthly monitoring sheets which will be</p>	<p>Recommendations for approval for revisions to the budget must be made by the LGB</p>	<p>Approval of in year revisions to budget</p>	<p>The initial Budget Forecast for a newly converting Academy will be based on the Pre-School Report and</p>

	from the Executive Head and members of the LGB. The Executive Head will keep the MAT finance committee informed.	shared with the finance committee.			must be approved by the full MAT Board before the school converts to academy status and joins the MAT.
<ul style="list-style-type: none"> <li>• Purchase Order/Invoice Approval</li> </ul>	Up to £20,000 in value	Upto £20,000 to LGB and upto £50,000 to Finance committee	Upto £20,000	£20,000 up to £50,000	£50,000 and over
<ul style="list-style-type: none"> <li>• Approval to accept a quotation from a minimum of 3 or from a formal tendering process</li> </ul>	Up to a value of £14,999 (£6000 - £14,999)	£6,000 up to a value of £14,999. Anything higher to finance committee	£6,000 up to a value of £14,999	£14,999 up to OJEU limit (Official Journal of the European Union)	Over OJEU limit
<ul style="list-style-type: none"> <li>• Authority to accept a quote/tender other than the lowest</li> </ul>	Up to a value of £14,999	£6,000 up to a value of £14,999. Anything higher to finance committee	£6,000 up to a value of £14,999	£14,999 up to OJEU limit	Over OJEU limit
<ul style="list-style-type: none"> <li>• Authority to write off bad</li> </ul>	Up to a value of £5000	Up to a value of £5000. Anything	Up to a value of £5000	£5000 up to £44,999	£5000 up to £44,999

debts and asset disposal		upto £44,999 to finance committee		(over £45,000 requires secretary of state approval)	(over £45,000 requires secretary of state approval)
<ul style="list-style-type: none"> <li>Authority to use school charge card</li> </ul>	Up to a value of £2500 and monitor kids club spend – up to £500	Up to £4000 via finance officer		Up to £4000 via finance officer	
<ul style="list-style-type: none"> <li>Approval for Capital Expenditure not included in the original budget</li> </ul>	<p>Authority in consultation with the Executive Head and LGB to incur additional capital expenditure up to £10,000 in a financial year (either on one item or in aggregate) from available DFC funding, keeping the MAT finance committee informed.</p> <p>This is subject to any restrictions imposed from time to time by the LGB</p>	Upto £10,000 with HoS and LGB anything between £10,000- £50,000 must be taken to the finance committee	Any restriction on this authority (and any changes to it) must be recorded in writing and communicated clearly to the Head of School.	The Finance Committee has authority to approve additional capital expenditure up to £50,000 in a financial year (either on one item or in aggregate).	Capital expenditure for projects exceeding £50,000 requires the express written consent of the MAT Board.

<ul style="list-style-type: none"> <li>Approval for Virements between nominal codes and budget heads.</li> </ul>	<p>The Head of School may request approval for virements between nominal codes and budget headings on the approved financial plan. These will be shared with the Exec Head</p>	<p>The Exec Head will update the monthly budget monitoring returns with any virements that have an effect on the overall budget forecast. These will be shared with the finance committee.</p>	<p>The LGB will monitor the on-going expenditure against budget headings and may approve virements between nominal codes and budget heads.</p> <p>The Executive Head will keep the MAT finance committee informed</p>	<p>The Finance Committee will scrutinise and have to agree beforehand, as outlined above, any virements that have an effect on the overall budget for the school, as this will impact on the consolidated budget.</p>	
<ul style="list-style-type: none"> <li>Reporting and Internal Audit Requirements</li> </ul>	<p>The Head of School is responsible for providing such information and assistance in relation to reporting and internal auditing as the MAT Board may from time to time require.</p> <p>This will include reporting to the Executive Head</p>	<p>The Executive Head will attend internal audit meetings whenever possible and be kept informed via the auditors, HoS and the business managers of any potential issues. These will immediately be shared with the finance committee.</p>	<p>The Local Governing Body will scrutinise and monitor capital and revenue expenditure to ensure it remains within the limits permitted by this Scheme of Delegation.</p> <p>The Executive Head will provide a finance report to the Finance</p>	<p>The Finance Committee will monitor the management accounts supplied by the Local Governing Body and its compliance with internal auditing requirements on an ongoing basis and report any concerns to the MAT Board.</p>	<p>The MAT Board will review the performance of the school against its Budget as part of its review of the level of autonomy it should be granted at the first meeting in each financial year.</p>

	who will then report formally to the Finance Committee at regular intervals - termly.		Committee in such form and at such intervals as the MAT Board may from time to time require but at least termly.	The Finance Committee may appoint a Responsible Officer to conduct reviews of processes and procedures to provide assurance that these are efficient and effective.	
<ul style="list-style-type: none"> <li>Statutory Audit Procedures</li> </ul>	The Head of School is to provide such information and assistance in relation to statutory audit procedures as the MAT Board may from time to time require.	The Executive Head will work with the auditors to provide the relevant information for the auditors to prepare the statutory accounts. The EH is responsible for signing these as the accounting officer, along with the Chair of the Trust. The EH will also ensure these are published on each school's website	The Local Governing Body is to provide such information and assistance in relation to statutory audit procedures as the MAT Board may from time to time require.	The Finance Committee is responsible for recommending the statutory accounts for approval to the AGM	The statutory accounts are signed off by the members at the AGM

## HUMAN RESOURCES

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

RESPONSIBILITY	Head of School	Local Governing Body	EH	MAT Board
<ul style="list-style-type: none"> <li>Executive Head Recruitment</li> </ul>				<p>The MAT board will be responsible for the Executive Headteacher appointment. The MAT board will constitute an Appointment Panel as a task group.</p> <p>The MAT board will liaise with MDBE to appoint an MDBE officer to support the Board with the recruitment process and sit on the appointment panel.</p>
<ul style="list-style-type: none"> <li>Business manager for the Trust</li> </ul>			The Executive Head will work with the MAT board	The MAT board ( and Exec Head) will be responsible

			and sit on the appointment panel.	for the Business manager appointment. The MAT board will constitute an Appointment Panel as a task group.
<ul style="list-style-type: none"> <li>Head of School Recruitment</li> </ul>		<p>The Local Governing Body will meet with the EH and other MAT representatives to discuss the recruitment process.</p> <p>The Local Governing Body will be represented on the Appointment Panel as the MAT board sees fit.</p>	<p>The EH will liaise with MDBE to appoint an MDBE officer to support the MAT board with the recruitment process following the meeting with the Local Governing Body and sit on the appointment panel.</p>	<p>The MAT board ( including the Executive Head) will be responsible for the Head of School appointment but it will involve the LGB in this process, as it sees fit.</p> <p>The MAT board will constitute an Appointment Panel as a task group. The EH will sit on the Appointment Panel</p> <p>Once the Appointment Panel has reached a decision it will make a recommendation to the full MAT Board for ratification</p>
<ul style="list-style-type: none"> <li>Senior Leadership Team Recruitment</li> </ul>	<p>The Head of School will notify the EH as soon as he/she becomes aware of a potential vacancy in the Senior Leadership Team.</p>	<p>The Chair of the Local Governing Body will nominate a representative from amongst its ranks to participate in the recruitment process</p>	<p>The EH, or his/her representative, will advise the Head of School throughout the process</p>	<p>Unless the MAT Board, acting in good faith, has any legitimate reason to do otherwise, it will ratify the recommendation made by the Head of School.</p>

	<p>The Head of School will lead the recruitment and appointment process following the MAT approved procedures.</p> <p>Once a decision has been made a recommendation will be referred to the MAT Board for ratification.</p>			
<ul style="list-style-type: none"> <li>Teacher Recruitment</li> </ul>	<p>The Head of School will lead the process for filling teacher vacancies in conjunction with the Senior Leadership Team and a representative of the Local Governing Body following the MAT approved procedures.</p> <p>The Executive Head will be kept informed and may sit on the appointment panel.</p>	<p>The Chair of the Local Governing Body will nominate a representative from amongst its ranks to participate in the teacher appointment process.</p>		
<ul style="list-style-type: none"> <li>Support Staff Recruitment</li> </ul>	<p>The Head of School will lead the process for filling any vacancy for a member of support staff in conjunction with the Senior Leadership Team and the</p>	<p>The Chair of the Local Governing Body will nominate a representative from amongst its ranks to participate in the recruitment process if appropriate.</p>		

	representative of a Local Governing Body (if appropriate) following the MAT approved procedures.			
<ul style="list-style-type: none"> <li>Appointment of External Consultants</li> </ul>	<p>The Head of School is to notify the EH promptly of any decision to appoint an external consultant.</p> <p>Any such appointment will be made in the name of the MAT.</p>	<p>Any decision concerning the appointment of an external consultant is to be taken jointly by the Head of School and the Local Governing Body.</p>		
<ul style="list-style-type: none"> <li>Head of School Performance Appraisal and Salary Review</li> </ul>		<p>The Local Governing Body will be responsible for the arrangement of the Head of School's performance appraisal and salary review. This will include the appointment of an external advisor in consultation with the MAT School Improvement Advisor.</p> <p>It will ensure the EH receives a report on the review and (where appropriate) up-dates on implementation.</p>	<p>The EH will receive the report of the outcome of the Head of School performance appraisal and refer it to the MAT Board for note</p>	<p>The MAT Board will receive the report.</p>

<ul style="list-style-type: none"> <li>Teacher Appraisal and Salary Review</li> </ul>	<p>The Head of School is responsible for leading the appraisal and salary review process for teaching staff</p> <p>The Head of School will consult with the Executive Head regarding the salary review and ensure the outcomes are reflected in the draft Budget Forecast.</p> <p>The Head of School will make recommendations to the Local Governing Body for approval following the review.</p>	<p>The Local Governing Body is responsible for approving the Head of School's recommendations regarding salary reviews.</p>	<p>The Business Director will provide advice and support to the Head of School</p>	
<ul style="list-style-type: none"> <li>Terms of Employment</li> </ul>	<p>The Head of School may make proposals with regard to the terms of employment for an individual member of staff eg flexible working request.</p>		<p>The EH is to review and comment on any proposals that may involve a change to the terms of employment.</p>	<p>The responsibility for the contractual terms and conditions for all MAT employees lies with the MAT Board. Decisions concerning any change to the terms of employment of School staff (both teaching</p>

				<p>and support) will lie with the MAT Board.</p> <p>The MAT Board will consider any representations made by the EH, the Head of School and/or the LGB.</p>
<ul style="list-style-type: none"> <li>• Reductions in Staffing and Revisions to Staffing Structures</li> </ul>	<p>The Head of School will notify the EH as soon as possible after becoming aware that reductions in staffing may be necessary.</p> <p>The Head of School will be responsible for proposing a revised staffing structure for the academy, with the support of the Executive Head, and for referring this to the Local Governing Body</p> <p>The Head of School will be responsible for leading and managing the redundancy process with the support of the EH and management support services</p>	<p>The Local Governing Body will be responsible for recommending the revised staffing structure for approval to the MAT Board and recommending approval for any proposed reductions in staffing to the MAT Board</p>	<p>The EH and Business Director will support the Head of School throughout the restructuring process and will attend consultation meetings where the EH considers this is appropriate</p> <p>The EH will refer recommendations for revised staffing structures and possible redundancies to the MAT Board for approval.</p>	<p>Decisions concerning the redundancies will lie with the MAT Board.</p> <p>The MAT Board will consider any representations made by the EH, the Head of School and/or the Local Governing Body.</p>

<ul style="list-style-type: none"> <li>Allegations of Gross Misconduct</li> </ul>	<p>The Head of School is to notify the EH as soon as possible after becoming aware of any circumstances that may need to be dealt with under the Disciplinary Procedure which may be deemed to be Gross Misconduct.</p> <p>The Head of School will ensure that an investigation is conducted into any allegations of gross misconduct in accordance with the Disciplinary Procedure. If the outcome of the investigation is that there is sufficient evidence to substantiate the allegation the Head of School will refer the matter to a Disciplinary Hearing in accordance with the procedure</p>	<p>In cases of gross misconduct where dismissal may be a possible sanction members of the Local Governing Body may be asked to sit on the panels for the Disciplinary or Appeal hearings which will be conducted in accordance with the Disciplinary Procedure should this be considered to be appropriate.</p> <p>If an allegation of gross misconduct has been made against the Head of School then the Local Governing Body will be responsible for informing the EH and for organising an investigation into the allegation under the Disciplinary Procedure. The Local Governing Body will be responsible for keeping the EH informed.</p>	<p>The EH/Business Director will be responsible for arranging the constitution of panels consisting of members of the MAT Board and/or members of the Local Governing Body if this is deemed appropriate for the Disciplinary and Appeal Hearings</p>	<p>Decisions concerning the dismissal of any employees lie with the MAT Board. Directors will be asked to sit on panels for Disciplinary and Appeal Hearings</p>
<ul style="list-style-type: none"> <li>Disciplinary Allegations that</li> </ul>	<p>The Head of School is to notify the Executive Head as soon as possible after</p>	<p>Members of the Local Governing Body will form panels for Disciplinary and</p>		<p>Decisions concerning the imposition of a disciplinary sanction in respect of the</p>

<p>fall short of Gross Misconduct</p>	<p>becoming aware of an allegation.</p> <p>The Head of School will ensure that an investigation is conducted into any disciplinary allegations in accordance with the Disciplinary Procedure. If the outcome of the investigation is that there is sufficient evidence to substantiate the allegation the Head of School will refer the matter to a Disciplinary Hearing in accordance with the procedure.</p> <p>The Head of School is responsible for keeping the Business Director informed at all stages of the procedure.</p>	<p>Appeal Hearings as may be required and will have the authority to impose sanctions up to, but not including, dismissal.</p> <p>Where an allegation of a less serious nature has been made against the Head of School then the Local Governing Body will be responsible for informing the EH and for conducting the investigation into the allegation under the Disciplinary Procedure. The Local Governing Body will be responsible for keeping the EH informed.</p>		<p>Head of School will lie with the MAT Board. Directors will form the panels of Disciplinary and Appeal Hearings in the case of allegations against Head of Schools.</p>
<ul style="list-style-type: none"> <li>• Capability Proceedings</li> </ul>	<p>Where a capability issue is identified the Head of School is responsible for leading and managing the process set out in the appraisal and capability procedures.</p>	<p>Where the Head of School is subject to a capability procedure the EH and Local Governing Body together are responsible for leading and managing the process</p>	<p>The EH is responsible for keeping the MAT Board informed regarding proceedings</p>	<p>Decisions concerning the dismissal of any employees lie with the MAT Board.</p> <p>Directors will be asked to sit on panels for final stage</p>

	<p>The Head of School is responsible for keeping the EH and Local Governing Body informed regarding the progress of the proceedings for any member of teaching or support staff.</p> <p>If there has been insufficient improvement in performance after having followed the capability procedures the final hearing will be referred to a panel of the MAT Board</p>	<p>set out in the appraisal and capability procedures.</p>		<p>Capability and Appeal Hearings</p>
<ul style="list-style-type: none"> <li>• Probationary Period Procedure</li> </ul>	<p>The Head of School is responsible for following the probationary period procedure with every member of staff and confirming them in post. If an employee does not satisfactorily complete their probationary period the Head of School will be responsible for informing the Executive Head.</p>	<p>The Head of School will keep the Chair of the Local Governing Body informed regarding members of staff that are unlikely to satisfactorily complete their probationary period.</p> <p>Appeals against termination will be heard by a panel of the LGB.</p>	<p>If an employee does not satisfactorily complete their probationary period and their appeal is not upheld the Business Director will write to the employee on behalf of the MAT terminating their employment</p> <p>The EH is responsible for following the probationary period for Head of Schools.</p>	<p>Unless the MAT Board, acting in good faith, has any legitimate reason to do otherwise, it will delegate the responsibility for the dismissal of a member of staff who has failed to satisfactorily complete their probationary period to the Head of School.</p> <p>Where a Head of School does not satisfactorily</p>

				complete their probationary period an appeal against termination will be heard by a panel of MAT Directors
<ul style="list-style-type: none"> <li>Safeguarding</li> </ul>	<p>The Head of School is to ensure that:</p> <ul style="list-style-type: none"> <li>a Senior Designating Safeguarding member of staff, has been appointed</li> <li>they have sufficient resources to enable them to undertake the role</li> <li>all staff have access to and have read the Safeguarding policy and Keeping Children Safe guidance as a minimum</li> <li>the LGB and EH are notified immediately of any allegation made against a member of staff.</li> </ul>	<p>The LGB is responsible for:</p> <ul style="list-style-type: none"> <li>Appointing one of its members as the named Governor to liaise with the Head of School regarding safeguarding matters</li> <li>Ensuring members are safeguarding trained</li> <li>Taking collective responsibility for safeguarding in the school and monitoring safeguarding procedures within the academy</li> <li>Exercising their disciplinary functions in respect of allegations against a member of staff or as a consequence of dealing with a complaint except where the allegation is against Head of School.</li> </ul>	<p>The EH is to inform the MAT Board of any safeguarding allegation raised in respect of the Head of School, any member of the Senior Leadership Team or any other key employee of the Academy.</p>	<p>The MAT Board carries overall responsibility for ensuring that safeguarding policies are implemented and is collectively responsible with the Local Governing Body for ensuring that safeguarding arrangements are fully embedded within the academy's ethos and reflected in the academy's day to day safeguarding practices.</p> <p>A MAT Director will address any allegations made against a Head of School in conjunction with the chair of governors or, in the absence of a chair, the vice chair</p>

## EDUCATION

RESPONSIBILITY	Head of School	Local Governing Body	EH	MAT Board
<ul style="list-style-type: none"> <li>School Improvement Plan (including curriculum and standards)</li> </ul>	<p>The Head of School is to draw up a draft School Improvement Plan and share it with the executive head and LGB prior to submitting it to the MAT Board.</p> <p>The draft School Improvement Plan should be costed with the support of the appropriate finance officer and the expenditure built into the Budget Forecast</p>	<p>The Local Governing Body is responsible for monitoring the implementation of the approved School Improvement Plan</p>		<p>The MAT Board will approve the draft School Improvement Plan subject to any modifications it wishes to make.</p>
<ul style="list-style-type: none"> <li>SchoolHours</li> </ul>				<p>The MAT Board is responsible for setting the opening and closing times for Academies taking into consideration the views of the Executive Head, Head of Schools and Local Governing Bodies</p>
<ul style="list-style-type: none"> <li>Term Times</li> </ul>	<p>The Head of School after discussion with the EH will take draft term times to the</p>			<p>The MAT Board is responsible for setting the</p>

	LGB for approval. These will then go the Trust Board			term times for Academies taking into consideration the views of the Head of Schools and Local Governing Bodies
<ul style="list-style-type: none"> <li>• Policies Requiring Consistency Across the MAT eg Safeguarding, HR and Finance</li> </ul>	The Head of School will be responsible for ensuring that MAT policies and procedures are applied across the School	The Local Governing Body will note the policies requiring consistency across all the academies as approved by the MAT Board and monitor their implementation.	Policies requiring consistency across all the academies in the MAT will be drafted by the EH or/and other MAT Director in conjunction with management support services who provide model policies	The MAT Board will approve all such policies and any amendments to them.
<ul style="list-style-type: none"> <li>• Other School Policies</li> </ul>	The Head of School will have responsibility, with the involvement of the LGB, for developing school specific policies as statutorily required.	The Local Governing Body will have responsibility for approving any such school specific policy and monitoring its implementation.		

## ASSET MANAGEMENT

RESPONSIBILITY	Head of School	Local Governing Body	EH	MAT Board
<ul style="list-style-type: none"> <li>• Negotiation and renegotiation of contracts, HP, Leasing, Services and other Agreements</li> <li>• Processes and procedures must be in accordance with the Financial Regulations Manual</li> </ul>	<p>The Head of School will inform the Local Governing Body and the executive head of any proposal to negotiate or renegotiate any external contracts, leases or other service agreements. The Head of School may approve quotations up to a value of £9,999.</p>	<p>The Local Governing Body will have the final decision concerning any such negotiation or renegotiation between the value of £10,000 and £24,999 unless this has a significant impact on the wider MAT family of Academies.</p>	<p>If the contract has a significant impact on the wider MAT family of Academies or is between the value of £25,000 and up to a value of £59,999 the consent of the EH or MAT Finance Committee will be required.</p>	<p>Orders for contracts over £60,000 must be authorised by the MAT Board.</p>
<ul style="list-style-type: none"> <li>• Disposal of Assets</li> <li>• Processes and procedures must be in accordance with the Financial Regulations Manual</li> </ul>	<p>The Head of School may authorise the disposal of assets up to and including a market value of £5,000 (either as one item or in total) having first consulted the appropriate finance officer for advice.</p>	<p>The LGB is to be informed of any asset disposals and will monitor these to ensure procedures are being followed.</p>	<p>The Executive Head will advise the Head of School regarding disposals, ensure these are accounted for correctly and keep the MAT Board informed as appropriate.</p>	<p>The MAT Board must obtain approval from the DfE in writing if it proposes to dispose of an asset for which a capital grant in excess of £20,000 was paid</p>

	Records must be kept of all disposals.		The Finance Committee must authorise the disposal of any items over a market value of £5,000 (either as one item or in total)	
<ul style="list-style-type: none"> <li>Premises Maintenance Programme</li> </ul>	<p>Each year the Head of School will ensure that a Premises Maintenance Programme has been drawn up, taking into consideration the most recent Condition Survey. This will be done in conjunction with our property management consultants and the executive head. Any CIF bid will be agreed by the executive head who will update the CIF portal accordingly.</p> <p>The Premises Maintenance Programme must be costed and the expenditure built in to the Budget Forecast</p>	<p>The Local Governing Body should contribute to the development of the Premises Maintenance Programme and is responsible for approving it and for monitoring its implementation.</p> <p>The Executive Head will keep the MAT Board informed of key premises maintenance issues and all CIF bids. Premises issues will also be a part of the School Improvement Plan</p>		
<ul style="list-style-type: none"> <li>Health and Safety</li> </ul>	The Head of School is responsible for:	The LGB shares with the MAT the overall	The MAT Executive Head will provide model procedures to assist the	The MAT Board carries overall responsibility for ensuring that health and

	<ul style="list-style-type: none"> <li>• developing a health and safety culture throughout the School</li> <li>• ensuring that staff are aware of their responsibilities</li> <li>• drawing up site specific health and safety procedures (with the support of the Executive Head as appropriate)</li> <li>• ensuring staff are aware of their responsibilities</li> <li>• updating the LGB</li> </ul>	<p>responsibility for health and safety. It is responsible for:</p> <ul style="list-style-type: none"> <li>• Appointing a Governor with responsibility for Health and Safety</li> <li>• monitoring and reviewing the effectiveness of health and safety procedures</li> <li>• ensuring adequate resources are available for Health and Safety</li> <li>• Providing training opportunities.</li> </ul>	<p>Head of School with putting school specific health and safety procedures in place.</p>	<p>safety policies are implemented and is collectively responsible with the Local Governing Body for ensuring that health and safety arrangements are fully embedded within the academy's ethos and reflected in the academy's day to day practices</p>
<ul style="list-style-type: none"> <li>• Legal Claims</li> </ul> <p>A legal quickline is available for advice as part of the HR One Education services arranged through the MAT</p>	<p>The Head of School is to notify the EH and Chair of Governors of any actual or potential claims or proceedings affecting the school as soon as becoming aware of them.</p> <p>The Head of School will act on any instructions received from the EH and/or the MAT Board.</p>	<p>The Local Governing Body will act on any instructions received from the EH/and/or MAT Board.</p>	<p>The EH will take appropriate advice (legal/insurance etc) and direct the LGB and/or Head of School as appropriate in line with this guidance, keeping the MAT Board informed</p>	<p>The MAT Board may instruct the EH and/or the Head of School and/or the Local Governing Body to take such action as it may reasonably require in relation to the defence or prosecution of any claim or proceedings.</p> <p>The Directors will inform the Members.</p>

## STRATEGY

RESPONSIBILITY	Head of School	Local Governing Body	EH	MAT Board
<ul style="list-style-type: none"> <li>Partnering Arrangements (eg membership of TSAs)</li> </ul>	<p>The Head of School is to notify the EH of any proposals to enter into, renew, amend or terminate any partnering arrangement.</p> <p>The Head of School will provide such further information and assistance as the EH may need in order to make a decision concerning the arrangement.</p>	<p>The Local Governing Body is to take the lead in developing the Academy's strategy on partnerships..</p>	<p>The EH will be responsible for approving any new partnering arrangements.</p>	
<ul style="list-style-type: none"> <li>Expansion of existing facilities/ taking on new premises</li> </ul> <p>Processes and procedures must be in accordance with the Financial</p>	<p>The Head of School is to notify the EH of any proposal to expand any existing facilities at the Academy.</p> <p>The Head of School is responsible for drawing up a business case for the</p>	<p>The Local Governing Body is to take the lead in developing the Academy's strategy on the use of existing facilities and any plans for expansion.</p>	<p>The EH will assess the viability of any proposal put forward by the Head of School prior to the development of the Business Case.</p>	<p>The MAT Board will review any Business Case and decide whether to approve it or not.</p>

<p>Regulations Manual, the DfE Academies Financial Handbook and all statutory requirements</p>	<p>expansion proposal in consultation with the LGB and Executive Head prior to submission to the MAT Finance Committee/MAT Board</p>			
<ul style="list-style-type: none"> <li>Other major strategic decisions</li> </ul>	<p>The Head of School is to notify the EH of any proposal of a major strategic nature.</p> <p>The Head of School will provide such further information and assistance as the EH may need in order to make a recommendation concerning the proposal.</p>	<p>The Local Governing Body is to take the lead generally in developing the Academy's strategy so it:</p> <ul style="list-style-type: none"> <li>becomes and remains a sustainable, vibrant and high-quality provider of distinctive Christian education;</li> <li>plays an effective part in the wider MAT family; and</li> <li>contributes to the renewal and sustainability of the community it serves.</li> </ul>	<p>The EH will assess the viability of any proposal put forward by the Head of School and make recommendations to the MAT Board.</p>	<p>The MAT Board will be responsible for approving any major strategic proposal.</p>

## SAFEGUARDING AND WELFARE

RESPONSIBILITY	Head of School	Local Governing Body	EH	MAT Board
To set the policies for safeguarding and child protection	To act in accordance with other legislation affecting the conduct of the school, particularly that governing health and safety matters and employment rights.	To appoint a Governor to have specific responsibility for welfare and child protection in the school, reporting to full LGB as appropriate and liaise with the LA or partner agencies	To act in accordance with other legislation affecting the conduct of the school, particularly that governing health and safety matters and employment rights.	To be responsible for setting overall policies for safeguarding and child protection.
To set the Prevent policy	To Lead on Prevent within the school setting	To monitor the effectiveness of the Prevent strategy in each school	To ensure that best Prevent practice is shared across the Trust and monitor Prevent effectiveness in each school	To be responsible for ensuring Prevent Policies and practises are in place and implemented
To set the vision for SMSC	To ensure the safety and wellbeing of the whole school community, having particular regard for current legislation and the policies and practices of the Trust.	To monitor, support and challenge the welfare and child protection in the school including (i) child protection (ii) exclusions (iii) serious disciplinary incidents	To ensure the safety and wellbeing of all participants in the Trust, having particular regard for current legislation and the policies and practices of the Trust and their	To set the strategic vision for the spiritual, moral, social and cultural development of pupils.

<p>To review and amend policies</p>	<p>To ensure that the Executive Headteacher is kept fully informed of any concerns arising in relation to Safeguarding and child protection matters.</p>	<p>(iv) attendance and (v) behaviour</p> <p>To be responsible for knowing and understanding the school's own evaluation of the quality of spiritual, moral, social and cultural development of pupils</p>	<p>implementation in Trust Schools.</p> <p>To ensure that there is a robust system in place to ensure Heads of School are kept fully informed of any concerns arising in relation to Safeguarding and child protection matters and report any concerns to the Executive Headteacher.</p>	<p>To review on an annual basis each school's safeguarding policy and practices and how their duties have been discharged in line with the Trust's recommendations</p>
<p>To implement effective Health and Safety procedures</p>	<p>To ensure the safeguarding and wellbeing of the school community in accordance with Keeping Children Safe in Education and all other current legislation.</p>	<p>The LGB must ensure that the policy is effectively implemented and that action is taken to reduce any risks identified.</p> <p>To appoint a Governor with specific responsibility for health and safety in the school, reporting to full LGB as appropriate</p>	<p>To ensure the safeguarding and wellbeing of the Trust in accordance with Keeping Children Safe in Education and all other current legislation.</p>	<p>To be responsible for setting overall policies for health and safety</p>
<p>To promote British Values</p>	<p>To actively promote diversity, equality, inclusion and British</p>	<p>To actively promote diversity, equality,</p>	<p>To actively promote diversity, equality, inclusion and British</p>	<p>To actively promote diversity, equality, inclusion and British</p>

<p>To uphold our Christian values - Belonging, Believing and Becoming</p>	<p>Values.</p> <p>To articulate clear Christian values, moral purpose and the aims and objectives of the Trust.</p>	<p>inclusion and British Values.</p> <p>To articulate clear Christian values, moral purpose and the aims and objectives of the Trust and support the Trust in developing them</p>	<p>Values across the whole Trust.</p> <p>To articulate clear Christian values, moral purpose and the aims and objectives of the Trust and support the Trust in developing them</p>	<p>Values across the Trust.</p> <p>To articulate clear Christian values, moral purpose and the aims and objectives of the Trust</p>
---	---	---	--	---

## LEADERSHIP AND MANAGEMENT

RESPONSIBILITY	Head of School	Local Governing Body	EH	MAT Board
Key appointments	To continue the drive to raise pupil achievement and standards.	To provide professional support and encouragement to the school in developing and implementing its strategic improvement plan.	To support and direct the continual drive to raise pupil achievement and standards within the Trust	To be responsible for the recruitment and appointment of the Executive Headteacher, Head of School, Finance Officer and other senior personnel (eg: SENDCO, Ass. Heads)
Achievement and standards	To sustain and develop existing partnerships between school and parents.		To sustain and develop existing partnerships between Trust schools, parents, the Diocese and other key partners	
Partnerships	To work in with the Trust family of schools.	To be responsible for supporting the school in its self-evaluation of significant strengths and weaknesses (academic and other achievements, personal development, and governance, leadership and management)	To support and develop new relationships with schools electing to work within or alongside the framework of the Trust	To be responsible for ensuring sufficient resources are allocated to continuing professional development
Vision	To extend and develop networks and partnerships with other schools and organisations.			
CPD	Ensure the vision for the academy is clearly articulated, shared,	To be responsible for knowing and understanding the	Ensure the vision of the Trust is clearly articulated, shared, understood and acted upon effectively by all;	To be responsible for the development of Senior staff and the effective

<p>Policy setting</p> <p>Create a positive environment</p>	<p>understood and acted upon effectively by all;</p> <p>Translate the vision into agreed objectives and operational plans to promote and sustain improvement within the school;</p> <p>Motivate and work with all employees to create a shared culture and positive climate;</p> <p>Determine, organise and implement a diverse, flexible curriculum with an effective assessment framework;</p> <p>Ensure a consistent and continuous academy-wide focus on pupil achievement using data and benchmarks to monitor progress in every child's learning;</p>	<p>school's response to the recommendations of the last inspection and any significant changes in the quality of education or care</p> <p>To be responsible for knowing, understanding and challenging the overall quality of pupils' achievements and learning (achievement, attainment, progress, attitudes) and paying particular focus to vulnerable groups</p> <p>To monitor effectiveness of professional development through reports from the Head of School and provide appropriate support and challenge.</p> <p>To support the Head of School in monitoring the performance</p>	<p>Translate the vision into agreed objectives and operational plans to promote and sustain improvement across the Trust;</p> <p>Motivate and work with all employees to create a shared culture and positive climate;</p> <p>Ensure there is an agreed consistency of curriculum offered and delivered supported by an effective agreed assessment</p> <p>Support Heads of Schools in the establishment creative, responsive and effective approaches to teaching and learning;</p> <p>Ensure a consistent and continuous academy-wide focus on pupil achievement using data and</p>	<p>implementation of a personnel development strategy</p> <p>To be responsible for setting overall policies for performance management</p> <p>To be directly responsible for the performance management of the Executive Headteacher.</p> <p>To be responsible for ensuring sufficient resources are allocated to deliver the highest possible quality of teaching</p> <p>To be responsible for the strategic vision for the schools' curriculum and assessment framework</p>
--	---	---	---	---

	<p>Develop a culture and ethos of challenge and support;</p> <p>Demonstrate and articulate high expectations and set stretching targets;</p> <p>Monitor, review and evaluate classroom practice and promote improvement strategies;</p> <p>Challenge underperformance at all levels and ensure effective corrective action and follow up;</p> <p>Implement strategies which secure high standards of behaviour and attendance;</p> <p>Take a strategic role in the development of new and emerging technologies to enhance and extend</p>	<p>management of staff and contribute to pay and bonus review processes</p> <p>To contribute to performance management of the Head of School in conjunction with the Executive Headteacher and professional advice</p> <p>To participate in appeals as part of the grievance, capability or disciplinary process.</p> <p>To be responsible for knowing and understanding the school's own evaluation of the quality of teaching</p> <p>To be responsible for knowing and understanding the</p>	<p>benchmarks to monitor progress in every child's learning;</p> <p>Demonstrate and articulate high expectations and set stretching targets in consultation with Heads of Schools;</p> <p>Monitor, review and evaluate classroom practice and promote improvement strategies in conjunction with Heads of Schools;</p> <p>Challenge underperformance at all levels and ensure effective corrective action and follow up;</p> <p>Advise on and support the implementation strategies which secure high standards of behaviour and attendance;</p>	
--	---	--	--	--

	<p>the learning experience of pupils;</p> <p>Implement policies and procedures effectively in line with the Trust's requirements;</p> <p>Manage and organise the academy environment effectively and efficiently;</p> <p>Develop and present a coherent, understandable and accurate account of the school's progress and performance to a range of audiences including the Local Governing Board;</p> <p>Link with Trust central support services.</p>	<p>school's own evaluation of the quality of its curricular and extra-curricular provision</p>	<p>Take a strategic role in the development of new and emerging technologies to enhance and extend the learning experience of pupils;</p> <p>Implement policies and procedures effectively in line with the Trust's requirements;</p> <p>Manage and organise the trust environment effectively and efficiently;</p> <p>Develop and present a coherent, understandable and accurate account of the school's progress and performance to a range of audiences including the Trust Board and Members;</p>	
--	---	--	--	--

