



Scheme of Delegation

2023-24

SCHEME OF DELEGATION

of

Pele Trust

in relation to

THE ACADEMY COMMITTEE OF <<School name>>

EFFECTIVE DATE: 1 September 2023

Signed to confirm acknowledgement of receipt on behalf of the Academy Committee of <<school name>>

..... **Date**

PRINT NAME.....

Signed on behalf of Pele Trust Board of Directors

..... **Date:**.....

PRINT NAME: Gerry Miller (Chair)

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Governance structure of Pele Trust

"Head Teacher" means the head teacher of the Academy;

"Master Funding Agreement" means the Master Funding Agreement entered into by Pele Trust MAT and the Secretary of State for Education on <<date>>;

"Operating Levels" means the two levels of delegated authority based on Ofsted's grading as determined by MAT from time to time as set out in Schedule 2 of this Scheme;

"SBM" means School Business Manager;

"Supplemental Funding Agreement" means the Supplemental Funding Agreement entered into by Pele Trust MAT and the Secretary of State for Education in respect of the Academy on 1 February 2019;

"Trustees" means those trustees holding the Academy's site and providing them to Pele Trust MAT for use and occupation by the Academy.

"Responsible officer" means the person who ensures that there is adequate supervision being done around audit functions

1. INTRODUCTION

- 1.1. As a charity and company limited by guarantee, the MAT is governed by a board of Directors who are responsible for, and oversee, the management and administration of the MAT and the academies run by the MAT. The Academy is one of the academies overseen and managed by the MAT.
- 1.2. The Directors are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the MAT and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.
- 1.3. As some of the Academies are Church of England academies, designated as such, the Directors are also accountable to the DBE under the provisions of the Diocesan Boards of Education Measure 1991, and to the Trustees, to ensure that the Academy is conducted as a Church of England school. This currently relates to Richard Coates CE and St. Andrews Heddon-on-the-Wall Primary Schools only.
- 1.4. The management of the business of the Academy shall be delegated by the Directors to the AC, a committee of the Directors established by this Scheme, according to its Operating Level.
- 1.5. In addition to clause 1.4, the role of the AC is to:
 - 1.5.1. maintain an overview and keep the Directors properly informed of the conduct and progress of the Academy;
 - 1.5.2. act as a critical friend to the Head Teacher and staff of the Academy;
 - 1.5.3. be accountable to the Directors, parents and the wider community for the AC's actions and the Academy's overall performance.
- 1.6. This Scheme has been put in place by the Directors from the Effective Date in accordance with the provisions of the Articles and it should be read in conjunction with those Articles as well as with:
 - 1.6.1. the Directors' strategic plans and policies for the Academy; and
 - 1.6.2. the Budget

2. VISION STATEMENT

2.1. The purpose of the MAT is as follows:

- To build a learning community, brought together by choice, that enables our schools to support and challenge each other to provide consistently outstanding education while offering a stable pathway for students, parents, and staff
- To have an influential voice and be instrumental in contributing to the development and enrichment of education in the north-east of England

2.2. The ambition of the MAT is as follows:

- To be a learning community where strong relationships ensure that everyone ...
 - is happy
 - learns and improves
 - is known well and valued for who they are
 - is included and listened to
 - is fulfilled
 - feels safe and secure
 - promotes health and well being
 - consistently experiences a rich, stimulating and challenging learning environment
 - experiences a broad and balanced curriculum including a varied enrichment offer
 - strives for excellence in all they do
 - receives high quality and timely advice, support and guidance
 - treats others with respect, dignity and courtesy at all times
 - contributes positively to the improvement of all of our schools
 - recognises the important partnership between parents and school
 - achieves exceptionally well from their individual starting points

2.3. Pele Trust is founded upon values at both Trust and School level

- 2.3.1. Our schools are each driven by a set of explicit values that guide and shape the culture and ethos
- 2.3.2. We are committed to pursuing excellence in a manner that we can be proud of and that values every child, pupil and student equally
- 2.3.3. We are committed to acting with integrity and honesty in all of our decision-making
- 2.3.4. We are committed to operating with openness and transparency and welcome the benefits of peer review and external scrutiny
- 2.3.5. We are committed to making a positive contribution to the development of the Trust and recognise that we will receive support and challenge in return
- 2.3.6. We believe that all individuals should be treated with compassion and kindness
- 2.3.7. We are optimistic in our outlook and see a positive future for our schools and pupils as we work together to meet the challenges ahead
- 2.3.8. We believe that leaders at all levels should demonstrate humility and a sense of service to others
- 2.3.9. We will seek to uphold and model the Nolan principles of public life, namely: selflessness; integrity; objectivity; accountability; openness; honesty; and leadership

3. DELEGATED POWERS and ROLES/RESPONSIBILITIES

- 3.1. The constitution, membership and proceedings of the AC/ACL shall be as set out in Schedule 1 of this Scheme
- 3.2. The AC/ACL agrees to conduct the Academy's business in accordance with the system of decision-making set out in Schedule 2 of this Scheme. Guidance on the overriding structure of the MAT itself is set out in Schedule 3 for information.
 - 3.2.1. In practice, much of the responsibilities of AC's/ACL's will be delegated on a day-to-day basis to the Headteacher

- 3.3. The Directors will review the AC/ACL annually to ensure its members have sufficient skills and knowledge to be an effective Academy Committee/Council of the Academy.
- 3.4. The AC/ACL will review its practices on a regular basis, having regard to recommendations made by the Directors from time to time.
- 3.5. The AC/ACL shall provide such data and information regarding the business of the Academy as the Directors may reasonably require from time to time.
- 3.6. The AC/ACL shall submit to and co-operate with any inspections by Ofsted, other statutory inspectors including pursuant to section 48 of the Education Act 2005 (Statutory Inspections of Anglican Schools) and the DBE and the Directors, acting reasonably
- 3.7. The AC/ACL shall work closely with and shall promptly implement any advice or recommendations made by the Directors in the event that intervention is either threatened or is carried out by the Secretary of State and the Directors expressly reserve the unfettered right to review or remove any power or responsibility conferred on the AC/ACL under this Scheme in such circumstances or in such other circumstances where the Directors deem this to be reasonably necessary in accordance with the aims and objectives of the MAT.
- 3.8. The role of the Members
 - 3.8.1. The Members act as guardians of the governance of the Trust; in essence, their role is 'eyes on – hands off'.
 - 3.8.2. They will annually review the accounts and submit a MAT report to the Directors.
 - 3.8.3. Members are responsible for approving any amendments made to the trust's articles of association.
 - 3.8.4. The Members are not permitted to be employees of Pele Trust.
- 3.9. The role of the Directors

- 3.9.1. The Directors are the charity trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the memorandum and articles of association.
- 3.9.2. The Board of Directors is the accountable body for the performance of all schools within the trust and as such must:
 - 3.9.2.1. Ensure clarity of vision, ethos, and strategic direction
 - 3.9.2.2. Hold the CEO to account for the educational performance of the schools and their pupils and the appraisal of staff
 - 3.9.2.3. Oversee the financial performance of the trust and make sure its money is well spent
- 3.9.3. The Board of Directors is permitted to exercise all the powers of the MAT.
- 3.9.4. The Board of Directors will delegate to the CEO of the Trust responsibility for the day-to-day operations of the Trust. The Directors can determine whether to delegate any governance functions.
- 3.9.5. The Trust has the right to review and adapt its governance structure at any time, which includes removing delegated powers. Clear criteria will be set for this eventuality.

4. The role of Director sub-boards

- 4.1. The Directors will establish the following sub-Boards with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the Trust Board. However, these sub-boards are not legally responsible or accountable for statutory functions – the Board of Directors retains overall accountability and responsibility.
- 4.2. The responsibilities of sub-Boards are set out in their terms of reference; the responsibilities for local Academy Committees are set out in the scheme of delegation.

5. Resources sub-Board

- 5.1. This sub-Board will oversee the financial reporting to both local Academy Committees/Councils and the Board of Directors. It will comprise of:
 - 5.1.1. CEO and Deputy CEO

- 5.1.2. Chair of Board of Directors
 - 5.1.3. Identified Directors with the appropriate skill set
 - 5.1.4. Academy Headteachers (by invitation)
 - 5.1.5. Local Academy Committee representation (by invitation)
- 5.2. The Resources sub-Board will be responsible for:
- 5.2.1. monitoring of schools' budgets, schools' resources, and estates management
 - 5.2.2. ensuring the Pele Trust resources are managed in accordance with charity law
 - 5.2.3. benchmarking financial spending across the MAT
 - 5.2.4. ensuring value for money in all MAT schools, including joint procurement
 - 5.2.5. ensuring financial reporting and auditing to the ESFA and other bodies is completed within agreed timescales
6. Achievement & Standards sub-Board
- 6.1. The Achievement & Standards sub-Board will meet in order to evaluate each school's strengths, areas for development, and needs. It will comprise of:
 - 6.1.1. CEO and Deputy CEO
 - 6.1.2. Chair of Board of Directors
 - 6.1.3. Identified Directors with the appropriate skill set
 - 6.1.4. Academy Headteachers (by invitation)
 - 6.1.5. Local Academy Committee representation (by invitation)
 - 6.2. The sub-Board will receive reports from school leaders about the quality of provision, including teaching quality, the progress of pupils, and monitoring arrangements for each school.
 - 6.3. The Achievement & Standards sub-Board will also assess the Pele Trust's capacity to support schools (outreach) and make recommendations to Directors about the Trust's growth strategy.
 - 6.4. The sub-Board will be responsible for:
 - 6.4.1. monitoring and comparing the performance of the Trust schools

- 6.4.2. planning strategic support for schools that are at risk of underperformance against agreed key performance indicators
- 6.4.3. making recommendations to Members about the Pele Trust growth strategy

7. The role of the local Academy Committees

- 7.1. As a key principle to the growth of Pele Trust, we recognise that local Academy Committees (ACs) play a critical role to ensure each school delivers high-quality performance and upholds the values our partnership represents.
- 7.2. ACs know their school best and are an integral partner to our Trust's continued improvement. The AC will delegate to the Headteacher responsibility for the day-to-day operations of the Academy.
- 7.3. ACs monitoring whether the school is:
 - 7.3.1. Working within agreed policies
 - 7.3.2. Is meeting the agreed targets
 - 7.3.3. Managing its finances well
 - 7.3.4. Engaging with stakeholders
 - 7.3.5. Reporting to the board
 - 7.3.6. Delivering on its curriculum objectives to provide a broad and balanced curriculum that meets the needs of its pupils
 - 7.3.7. Ensuring highly effective communication with parents, the wider community, and key stakeholders.
- 7.4. If a school working with Pele Trust is deemed to be in need of improvement, or be at risk of underachievement, delegation can be removed to ensure that rapid and immediate action is taken.

8. The role of the CEO and Deputy CEO of the Trust

- 8.1. See separate job descriptions

9. The role of the Headteacher

- 9.1. The headteacher is responsible for the day-to-day leadership of the school and is line managed by the CEO of the Trust
- 9.2. The headteacher reports to the AC/ACL on matters which have been delegated

- 9.3. The CEO of the Trust will lead the performance management of the Headteacher with representation from the AC/ACL
- 9.4. Each headteacher working within Pele Trust will have the opportunity to take on a strategic role within the MAT that will be linked to the Trust priorities

10. ANNUAL REVIEW

- 10.1. This Scheme shall operate from the Effective Date in respect of the Academy.
- 10.2. This Scheme shall be reviewed annually by the Directors, following consultation with Academy Committees/Councils, and may be amended following such review.

SCHEDULE 1

Constitution of the Academy Committee

1. The first AC shall be the governing body of the predecessor school unless it is a school at Operating Level 2, in which case, transfer of the governing body will be at the discretion of the Pele Trust MAT.
2. As Pele Trust is a mixed MAT with church and non-church schools the composition and selection criteria of the members will differ as set out below
 - 2.1. Non-church Academy Committees are expected to have a minimum of 8 and a maximum of 12 members including the following categories:-
 - 2.1.1. at least 2 parents recruited to serve on the committee
 - 2.1.2. at least 1 elected staff member
 - 2.1.3. the Headteacher
 - 2.1.4. Up to 8 co-opted members (as necessary) nominated and agreed by the other Academy Committee members
 - 2.2. Voluntary Aided (VA) Academy Committees are expected to have 8-12 members including the following categories:-
 - 2.2.1. at least 2 parents recruited to serve on the committee
 - 2.2.2. at least 1 elected staff member
 - 2.2.3. the Headteacher
 - 2.2.4. One ex-officio foundation member (usually the parish priest of the parish the academy is situated within or another individual nominated by the relevant Archdeacon)
 - 2.2.5. Up to 2 foundation members nominated by the DBE
 - 2.2.6. Up to 2 foundation members nominated by a related Educational Trust, e.g. Coates Educational

Foundation

- 2.2.7. Up to 2 co-opted members nominated and agreed by the other Academy Committee members
- 2.3. Voluntary Controlled (VC) Academy Committees are expected to have 8-12 members including the following categories:-
 - 2.3.1. at least 2 parents recruited to serve on the committee
 - 2.3.2. at least 1 elected staff member
 - 2.3.3. the Headteacher
 - 2.3.4. One ex-officio foundation member (usually the parish priest of the parish the academy is situated within or another individual nominated by the relevant Archdeacon)
 - 2.3.5. Up to 3 foundation members nominated by the DBE (ensuring 25% of AC members are foundation which includes the ex-officio member)
 - 2.3.6. Up to 2 co-opted members nominated and agreed by the other Academy Committee members

3. The following points 3.1 - 3.7 relate to Church Schools only:

- 3.1. All persons appointed or elected to the AC/ACL of a Church School shall give a written undertaking to the Directors to uphold the objects, ethos and mission of the Church School as follows:-
 - 3.1.1. Recognising its historic foundation, the Academy will preserve and develop its religious character in accordance with the principles of the Church of England and in partnership with the Church at Parish and Diocesan level.
- 3.2. The mission statement of the Church School is as follows: [Insert current ethos and mission statement of the school, i.e. Richard Coates CE School or St. Andrews Heddon-on-the-Wall Primary]
 - 3.2.1. The Directors and the Academy aim to serve their communities by providing an education of the highest quality within the context of Christian belief and practice. They encourage an understanding of the meaning and significance of faith and promote Christian values through the experience the Academy offers to all its pupils.
- 3.3. The ethos and mission statement cannot be changed without the express consent of the Newcastle Diocesan Education Board ('DEB') and neither the Directors of the MAT or the AC/ACL will make or seek to make any alteration to the religious character of the Church School or the conduct of the Church School as a Church of

- England school without the consent of the DEB.
- 3.4. For any site occupied by a Church School and owned by the DEB (or where applicable the Vicar and Church Wardens) the AC/ACL and the MAT will notify the DEB buildings officer/Educational Foundation in the event of expenditure/capital works in excess of £10,000 in respect of the Church School. The MAT agrees to consult the DEB in respect of any proposed disposal, extension, or change of use of any buildings owned by the DEB and to comply with the terms of all covenants on the land owned by the DEB.
 - 3.5. The DEB will be consulted in respect of the Head Teacher appointment for any Church School as soon as a vacancy arises and will be entitled to have a representative on any selection panel and to make use of any relevant powers under s.124A of the school Standards and Framework Act or under the relevant funding agreement.
 - 3.6. The Academy's admissions policy will be set by the MAT in consultation with the AC/ACL having obtained the advice of the DEB in accordance with the 1991 Measure. In the event of any proposal to expand a Church School the MAT will consult with and obtain the written consent of the DEB where necessary.
 - 3.7. The requirements of this schedule to obtain DEB consent or to consult with the DEB cannot be changed by either the AC/ACL or the MAT without the express written consent of the DEB."
4. Members of an Academy Committee will be appointed for a term of 4 years as the default position.
 5. The Chair of an Academy Committee will be appointed for a 3-year period. They may serve TWO consecutive terms as Chair, i.e. a maximum of 6 years, after which they will have to step down and be replaced.
 6. In the event that the predecessor school has an Interim Executive Board (IEB), the Pele Trust MAT will appoint a body consistent with the Articles to act as the local Academy Committee/Council of the Academy.
 7. The Directors (all or any of them) shall also be entitled to attend any meetings of the AC/ACL.
 - 7.1. Any Director attending a meeting of the AC/ACL shall not count towards the quorum for the purposes of the meeting and shall not be entitled to vote on any resolution being considered unless the Academy is at Operating Level 2 (Academy Council).
 8. All persons appointed to the AC/ACL shall give a written undertaking to the Directors to uphold the objects, vision, and mission of the MAT as set out in Clause 2 above.

9. Any AC/ACL vacancies must be notified to the MAT as soon as they arise and noted in AC/ACL minutes.

SCHEDULE 2

Functions of and decision making by the Academy Committee

PART A

Scheme Overview

The Operating Levels are:

	LEVEL 1 ACADEMY COMMITTEE	where the Academy's overall effectiveness meets Ofsted grade 1: Outstanding or Ofsted grade 2: Good, however this is subject to the discretion set out below;
	LEVEL 2 ACADEMY COUNCIL	where the Academy's overall effectiveness meets Ofsted grade 3: Requires Improvement or Ofsted grade 4: Inadequate or where the Directors of the MAT have identified a need to intervene and change an Academy's operating Level to Level 2 as a result of the issues shared below:

Directors will intervene where concerns exist. The level of intervention will be determined by the Directors but, in serious cases, will result in the removal of delegated powers and being re-designated as an Academy Council. Key concerns include the following (these are illustrative and not meant to be exhaustive):

- A significant and unexpected decline in pupil outcomes as measured by externally validated pupil outcomes
- Serious concerns identified as a result of a school review - these may lie, for example, within leadership and management, teaching and learning, pupil outcomes, behaviour and attendance.
- A number of staffing vacancies, often in leadership positions, that remain unfilled by permanent staff
- Stakeholder complaints, that when investigated, have substance and raise serious concerns
- The Academy being deemed (in the absolute discretion of the Directors) not to be acting in accordance with this Scheme of Delegation or otherwise not acting in accordance with the Vision Statement of the Trust as set out in Clause 2.

- A significant safeguarding issue which, in their absolute discretion, the Directors consider could place pupils and/or students at risk and the school at risk of an Ofsted inspection
- The weak management and oversight of the Academy's financial affairs by the AC resulting in an unplanned budget deficit which has not been approved by the Directors

1. The AC will conduct the Academy's business at the Operating Level determined by the MAT, acting reasonably.
2. If the MAT, acting reasonably, determines that the Academy should move to a different Operating Level:
 - 2.1. the MAT may exercise its intervention powers to appoint new Academy Committee members to the AC at its discretion as set out below where the academy is at Operating Level 2;
 - 2.2. the new Scheme Decision Levels will be in force immediately from notification by the MAT to the Academy of a change in Operating Level;
 - 2.3. any necessary adjustments will be made to its budget at the year end.
3. The functions of the AC will be exercised in accordance with the Scheme Decision Level table at Part B below.
4. The Operating Levels within the Scheme have the following key features:

<p>Level 1 ACADEMY COMMITTEE</p>	
<ul style="list-style-type: none"> • Members of the AC are appointed in line with the constitution of the predecessor school and subject to the composition requirements going forwards as set out in schedule 1 unless otherwise agreed by the appointing authorities • The Academy will have significant powers delegated to the AC but the MAT will retain appropriate powers and controls in the Scheme to ensure delivery of any required school improvement, financial improvement or other appropriate measures in the event of:- <ul style="list-style-type: none"> ○ A significant and unexpected decline in pupil outcomes as measured by externally validated pupil outcomes 	

- Serious concerns identified as a result of a school review - these may lie, for example, within leadership and management, teaching and learning, pupil outcomes, behaviour and attendance.
- A number of staffing vacancies, often in leadership positions, that remain unfilled by permanent staff
- Stakeholder complaints, that when investigated, have substance and raise serious concerns
- The Academy being deemed (in the absolute discretion of the Directors) not to be acting in accordance with this Scheme of Delegation or otherwise not acting in accordance with the Vision Statement of the Trust as set out in Clause 2.
- A significant safeguarding issue which, in their absolute discretion, the Directors consider could place pupils and/or students at risk and the school at risk of an Ofsted inspection
- The weak management and oversight of the Academy's financial affairs by the AC resulting in an unplanned budget deficit which has not been approved by the Directors

**Level 2
ACADEMY
COUNCIL**

- The Directors may select all members of the ACL, other than parental and staff representatives.
- The ACL will have limited powers delegated to it in the Scheme as set out in Part B below

PART B

Scheme Decision Levels

The AC will conduct the Academy's business in accordance with the Decision Levels set out below.

For ease of reference, these are shown using the colour code for the Operating Level shown in Part A above.

Decisions are allocated between the decision-makers. The allocation varies according to the Decision Level. The decision-makers are:

- Pele Trust MAT (Board of Directors)
- Chief Executive Officer (CEO) - or at the MAT's discretion a named individual identified by the Directors ['the Directors nominee]
- Academy Committee/Council
- Headteacher

Function	No	Tasks	Decision Level				Notes
			MAT Board	CEO/ Directors Nominee	AC	HT	
Central Services	1	To determine the scope of central services to be delivered by MAT to and on behalf of the Academy	✓				<ul style="list-style-type: none"> MAT to determine legal, HR and finance services in discussion and consultation with AC and HT. CEO to advise and facilitate discussions with central finance support team
	2	To identify additional services to be procured on behalf of the Academy			✓		<ul style="list-style-type: none"> AC to liaise with central finance support when reviewing and deciding on changes to academy services and also suggest areas where service may be better sourced centrally/there are concerns around quality of current service. Services to be contracted by MAT Board/central finance support. CEO to oversee process in ACL; HT to implement
	3	To ensure centrally procured services provide value for money		✓			<ul style="list-style-type: none"> CEO to liaise with AC and central finance support when ensuring this.
Finance/ Budgets	4	To set the MAT budget and determine the proportion of the overall MAT budget to be delegated to the Academy	✓				<ul style="list-style-type: none"> Provided that the proportion of the Budget withheld by the MAT in respect of the Academy shall not be more than 5.25% for Operational Levels 1 and 2 respectively The MAT will also retain 3% as part of the Reserves Policy providing a contingency fund Details will be set out in the Pele Trust Finance Policy
	5	To develop and propose the individual Academy budget (for approval)			✓		<ul style="list-style-type: none"> In conjunction with central finance support team. CEO to oversee process in ACL; HT to implement

6	To approve the first formal budget plan each financial year	✓				<ul style="list-style-type: none"> Budget plan to be produced by central finance support team and approved by MAT board.
7	To monitor Trust wide budget	✓				<ul style="list-style-type: none"> With central finance support
8	To plan and manage monthly academy expenditure and financial reports, and identify actual or potential items of budget overspend/underspend				✓	<ul style="list-style-type: none"> HT with support of SBM and where necessary central finance support team MAT will monitor through the Finance sub-Board (quarterly reports) CEO to oversee process in ACL; HT to implement
9	To monitor monthly academy expenditure and financial reports, and identify actual or potential items of budget overspend/underspend				✓	<ul style="list-style-type: none"> ACL: With support of central finance support team and oversight of CEO Expenditure must be in line with agreed budget Monthly reporting must take place to central finance support team to inform Trust wide monitoring. CEO to oversee process in ACL; HT to implement
10	To approve any amount to be transferred between budget headings and/or likely budget overspends				✓	<ul style="list-style-type: none"> AC in consultation with HT/SBM but must be in accordance with financial limits on budget virements and/ or overspends as set out in the Pele Trust Finance policies. CEO to oversee process in ACL; HT to implement
11	To establish financial decision levels and limits	✓				<ul style="list-style-type: none"> As set out in finance policies with support from central finance support team AC/ACL to implement with HT
12	To establish financial policies, procedures,	✓				CEO to recommend with support from SBM/central finance support. Include:-

	regulations and internal financial controls.					<ul style="list-style-type: none"> financial delegations, investment policy, borrowing, charging and remissions policy, reserves policy HT to implement at academy level CEO to report any concerns about operation of policy with support from central finance team
13	To appoint the Internal Auditor for the Academy	✓				<ul style="list-style-type: none"> Central finance support to advice and support Key role for MAT board (finance sub-Board)
14	To enter into any contracts which exceed the agreed limits set out in the Trust finance policies	✓				<ul style="list-style-type: none"> The Trust finance policies sets an academy limit based on overall pupil numbers
15	To make payments within agreed financial limits in accordance with Trust Finance policies.				✓	<ul style="list-style-type: none"> HT responsible with SBM or central finance support team where needed.
16	<p>To collect income due to the Academy</p> <p>To maintain proper financial records for the Academy</p> <p>To prepare accounts for the Academy</p> <p>To develop risk management strategies</p>				✓	<ul style="list-style-type: none"> HT with support of SBM and central finance support team CEO to oversee process in ACL; HT to implement

		To decide how to apply Pupil Premium and Sports/PE funding					
	17	<p>To authorise acquisition of assets in accordance with Trust finance policies</p> <p>To authorise disposal of assets in accordance with Trust finance policies</p> <p>To appoint auditors</p> <p>To write off debts in accordance with Trust finance policies and not exceeding Academies</p>	√				<p>NB: HT will be authorised to write off student related debts of up to £50 without MAT board authorisation</p>

	Financial Handbook limits					
18	To monitor compliance with approved Financial Procedures and use of Pupil Premium monies			✓		<ul style="list-style-type: none"> • With support of SBM/HT and central finance support team • CEO to oversee process in ACL; HT to implement
19	Recommend auditors for appointment/removal by Members	✓				<ul style="list-style-type: none"> • With support of central finance support team
20	Respond to auditor's report/advice		✓			<ul style="list-style-type: none"> • Implemented by CEO/finance support for Trust with oversight from MAT board.
21	Annual report and accounts	✓				<ul style="list-style-type: none"> • CEO to oversee with support from finance central support team to co-ordinate draft • Auditors review and sign off • MAT board/accountable officer to approve specific sections • Members to receive and scrutinize at AGM • File with Companies House and DfE and on Trust website
22	Asset register - Academy level				✓	<ul style="list-style-type: none"> • HT to implement with central finance support/SBM • Trust wide register to be maintained by central finance support team
22	To approve any 'connected party' transactions as defined in the Academies Financial Handbook	✓				<ul style="list-style-type: none"> • With support of central finance support team
23	Opening a new Trust bank account or changing signatories of	✓				

		the existing Trust bank account					
	24	To make novel or contentious purchases or transactions which could cause repercussions in terms of reputational risk to the MAT or the academy or any of its pupils or employees.	✓				<ul style="list-style-type: none"> As defined in Academies Financial Handbook
Staffing	25	Pre-recruitment checks			✓		<ul style="list-style-type: none"> Implemented by HT with support of SBM/admin (AC) ACL with oversight of CEO
	26	To appoint a Head Teacher (through a selection panel)	✓				<p>1. See Pele Trust HT recruitment process (appendix 1)</p> <ul style="list-style-type: none"> DBE takes lead for HT appointments in CoE academies
	27	To agree a temporary or permanent change in Headteacher contract, e.g. days worked	✓				<ul style="list-style-type: none"> Discussion between CEO and AC/ACL in the first instance AC to provide evidence of support or not for the proposal/change to Board of Directors
	28	To appoint a Deputy Head Teacher (through a selection panel)			✓		<ul style="list-style-type: none"> Implemented/led by HT (AC level); led by CEO (ACL level) Directors' nominee (usually the CEO) present to advise only CEO to oversee process in ACL; HT to implement
	29	To appoint other teachers (to include responsibilities for SENCO,			✓		<ul style="list-style-type: none"> Implemented/led by HT (AC level); led by CEO (ACL level) CEO to oversee process in ACL; HT to implement

	safeguarding/child protection designated person, educational visits coordinator)					
30	To appoint non-teaching staff			✓		<ul style="list-style-type: none"> Implemented/led by HT
31	To ensure that an approved appraisal policy is in place	✓				<ul style="list-style-type: none"> In consultation with HT/AC/ACL Implemented by CEO
32	To review the performance management policy annually	✓				<ul style="list-style-type: none"> In consultation with AC/ACL and HT. Implemented by CEO
33	To agree a pay policy	✓				<ul style="list-style-type: none"> Consistency of employer is important and keep in line nationally.
34	Performance management and pay of HT	✓				<ul style="list-style-type: none"> In accordance with Trust policy In consultation with AC/ACL Implemented by CEO
35	Performance management and pay review of other academy staff			✓		<ul style="list-style-type: none"> In accordance with Trust policy with decisions made by AC with HT advice. CEO to oversee policy implementation within ACL <p>NB: At Operating Level 2 where this is due to financial deficit pay decisions may be retained by CEO/directors nominee.</p>
36	To exercise Pay discretions			✓		<ul style="list-style-type: none"> In consultation with MAT board In accordance with relevant policies and within agreed budget CEO to oversee process in ACL; HT to implement

37	Establishing disciplinary/capability policy and procedures	✓				<ul style="list-style-type: none"> • In accordance with current policies and in line with Trust wide policies • Implemented by CEO
38	Dismissal of Head Teacher/Deputy Head Teacher	✓				<ul style="list-style-type: none"> • MAT in dialogue with AC/ACL • In accordance with current policies
39	Dismissal of other staff	✓				<ul style="list-style-type: none"> • MAT in dialogue with AC/ACL • In accordance with current policies
40	Suspension of Head Teacher	✓				<ul style="list-style-type: none"> • MAT in dialogue with AC/ACL • In accordance with current policies
41	Suspension of other staff			✓		<ul style="list-style-type: none"> • In accordance with current policies/procedures • HT to lead with support from CEO/central HR and legal team • CEO to oversee process in ACL; HT to implement
42	Ending of suspension of Head Teacher	✓				<ul style="list-style-type: none"> • MAT in dialogue with AC
43	Ending of suspension of other Staff			✓		<ul style="list-style-type: none"> • HT implements in consultation with CEO or Director's nominee for ACL (level 2) • HT implements in consultation with AC (level 1)
44	Determining Staff complement within agreed budget			✓		<ul style="list-style-type: none"> • HT to implement with support from central team where needed
45	Determining dismissal payments/early retirement	✓				<ul style="list-style-type: none"> • HT to implement, must be in consultation with central finance support • CEO approval based on that support.
46	Conduct of Staff Appraisals and			✓		<ul style="list-style-type: none"> • In line with MAT policy and procedures. • HT to implement with support as needed (CEO/central HR team) in AC

		management of staff disputes					<ul style="list-style-type: none"> • CEO to oversee process in ACL; HT to implement
	47	Formulation of Employment Policies and Staff Guidance	✓				<ul style="list-style-type: none"> • In consultation with AC/HT with support of HR advisors. Need to ensure local differences and TUPE taken into account, policies to include:- <ul style="list-style-type: none"> ○ Recruitment, probation and induction ○ Pay ○ Redundancy ○ Appraisal ○ Conduct and disciplinary ○ Grievance ○ Capability ○ Sickness absence management ○ Professional development ○ Equality ○ Expenses • CEO to report to MAT board on any material concerns about operation of policies and procedures.
	48	Carry out and maintain single central records			✓		<ul style="list-style-type: none"> • Overseen by AC • CEO responsible for Trust wide staff who work across all schools such as Educational Psychologist, primary MFL teacher, PE staff etc
	49	Maintain register of staff interests and gifts and hospitality register as necessary			✓		<ul style="list-style-type: none"> • HT responsible, received by AC with support from HR as required. • Interests should be brought to attention of HT as appropriate. • CEO responsible for Trust wide staff.
Curriculum, T&L, transition	50	Freedom to opt out of national curriculum		✓			<ul style="list-style-type: none"> • Overseen by CEO • Recommendations for MAT Directors to consider, where needed
	51	To develop a curriculum policy		✓			<ul style="list-style-type: none"> • Developed with HTs

						<ul style="list-style-type: none"> • Must be balanced and broadly based and comply with the terms of any curriculum requirements determined by the MAT board.
52	To implement curriculum policy				✓	<ul style="list-style-type: none"> • Implemented by HT with oversight of AC and CEO • Implemented by HT with oversight of CEO (ACL)
53	To develop a coherent approach to teaching and learning		✓			<ul style="list-style-type: none"> • CEO/Deputy CEO to identify key principles/T&L model • HTs to implement
54	Responsible for standards of teaching				✓	<ul style="list-style-type: none"> • HTs lead on this day to day • With oversight of CEO (ACL)
55	Accountability for standards of teaching			✓		<ul style="list-style-type: none"> • HTs have day to day responsibility for this • CEO to oversee process in ACL; HT to implement
56	To develop high quality professional learning opportunities for staff development			✓		<ul style="list-style-type: none"> • HTs to implement at academy level • Deputy CEO to oversee and implement a MAT wide provision
57	Responsibility for individual child's education				✓	<ul style="list-style-type: none"> • HTs have day to day responsibility for this
58	Accountability for individual child's education			✓		<ul style="list-style-type: none"> • HTs have day to day responsibility for this
59	To develop effective transition arrangements		✓			<ul style="list-style-type: none"> • CEO/Deputy CEO to oversee • HTs to implement
60	Provision of sex and relationships education – to establish and keep up to date a written policy			✓		<ul style="list-style-type: none"> • Developed with HTs and in line with statutory requirements • Implemented by HT

61	To prohibit political indoctrination and ensuring the balanced treatment of political issues	✓				<ul style="list-style-type: none"> • Shared responsibility between Directors and AC/ACL • HTs lead on this day to day • Ultimate accountability rests with Directors
62	RE policy and provision			✓		<ul style="list-style-type: none"> • Recommended and implemented by HT • Ensure AC/ACL follow relevant statutory requirements for RE • Overseen by CEO
63	Collective worship policy			✓		<ul style="list-style-type: none"> • Recommended and implemented by HT • Recommended and implemented by HT in accordance with CoE tenets, where appropriate
64	SMSC policy			✓		<ul style="list-style-type: none"> • Recommended and implemented by HT • Approved by AC/ACL • Overseen by CEO
65	Off site visits policy	✓				<ul style="list-style-type: none"> • Implemented by HT and overseen by AC/ACL • Should dovetail with health and safety policy which requires that any potentially hazardous activities are referred to the MAT board for approval. • CEO to report to MAT board on any material concerns about operation of policy.
66	Assemble data for pupil assessment and other returns ICT Post-Inspection action plan			✓		<ul style="list-style-type: none"> • Recommended and implemented by HT • Oversight and accountability rest with AC/ACL
67	Examinations				✓	<ul style="list-style-type: none"> • HT to ensure appropriate arrangements are in place for examinations

							<ul style="list-style-type: none"> Overseen by AC/ACL
	68	To propose targets for pupil achievement				✓	<ul style="list-style-type: none"> Recommended and implemented by HT Support provided by central team (Data Manager)
	69	To agree targets for pupil achievement			✓		<ul style="list-style-type: none"> Recommended and implemented by HT Support provided by central team (Data Manager) Oversight by AC supported by CEO/SIP as appropriate
Behaviour, attendance and welfare	70	To establish a behaviour and discipline policy (including exclusions)			✓		<ul style="list-style-type: none"> HT to recommend and implement Overseen by CEO CEO to report to MAT board on any material concerns about the operation of the policy.
	71	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to chair/vice-chair in cases of urgency)			✓		<ul style="list-style-type: none"> HT to take decisions on whether to exclude, may be for one or more fixed periods (up to a max of 45 days per academic year) or permanently. May withdraw an exclusion that has not been reviewed by AC HT to notify AC/ACL (and CEO) in accordance with exclusions code, at the time of the exclusion. Notification must include reasons for exclusion and duration HT to arrange alternative provision from 6th day of fixed term exclusion in accordance with exclusions code Report from CEO to Directors
	72	To direct reinstatement of excluded pupils (Can be delegated to chair/vice-chair in cases of urgency)			✓		<ul style="list-style-type: none"> Can be delegated to Chair of AC or at least 3 AC members where permitted by exclusions code. CEO to oversee process in ACL; HT to implement

	73	Develop the Academy Commitment/ improvement plan			✓		<ul style="list-style-type: none"> Recommended and implemented by HT.
	74	Approve Academy Commitment/ improvement plan	✓				<ul style="list-style-type: none"> In conjunction with CEO and Deputy CEO
	75	Pupil attendance				✓	<ul style="list-style-type: none"> Overseen by AC/ACL with regular reporting to MAT board and AC/ACL Overseen by CEO
	76	Safeguarding and Child Protection policy	✓				<ul style="list-style-type: none"> HT to implement at academy level Overseen by AC/ACL Annual reviews led by CEO/Deputy CEO CEO to report to MAT board about any material concerns on operation of the policy
	77	Provision of school meals				✓	<ul style="list-style-type: none"> HT responsible overseen by AC/ACL Must include provision of free school meals to those eligible. Must be in accordance with national nutritional standards and guidelines
Admissions	78	Setting/amending an admissions policy	✓				<ul style="list-style-type: none"> MAT board approves MAT Board receives recommendations from HT/AC/ACL Consultation with DBE as appropriate
	79	Admissions: application decisions				✓	<ul style="list-style-type: none"> HT responsible for co-ordinating and managing process Must be in accordance with published admissions arrangements Whole AC must make decision as to who will be offered places

	80	If appropriate to appeal against LA directions to admit pupil(s)			✓		<ul style="list-style-type: none"> AC/ACL in dialogue with the Headteacher Oversight of CEO
	81	Arrangement of independent appeal panels	✓				<ul style="list-style-type: none"> Must be an independent appeal panel established in accordance with the admissions code. Support from CEO/HT and clerk
Premises & Insurance	82	Buildings insurance and public liability	✓				<ul style="list-style-type: none"> Central finance to support/liaise with insurers Must include insurance to comply with church supplemental agreement CEO to ensure details of insurance policy appropriately disseminated
	83	Develop Academy buildings and facilities estate long term strategy or master plan	✓				<ul style="list-style-type: none"> Led by Chief Financial Officer or equivalent Support and advice from central finance support
	84	Maintaining buildings, including developing properly funded maintenance plan			✓		<ul style="list-style-type: none"> HT responsible for implementation/maintenance of condition Overseen by AC/ACL Support from central team as required
	85	To institute a health and safety policy/arrangements	✓				<ul style="list-style-type: none"> CEO responsible for ensuring appropriate health and safety policy and arrangements are in place in line with approved policy and operating effectively HT to implement policy at academy level and oversee operation of procedures and advise CEO of significant issues Policy to include appropriate reporting mechanisms at Member, Director and AC/ACL level.
	86	To ensure that health and safety regulations are followed	✓				<ul style="list-style-type: none"> HT responsible for day to day implementation Support from CEO as required

87	Maintain academy premises, security and management documents (e.g. fire safety, statutory testing, asbestos)			✓		<ul style="list-style-type: none"> HT responsible to implement and to ensure appropriate documents in place (overseen by AC) HT responsible to implement and to ensure appropriate documents in place (overseen by CEO within ACL) CEO to report any material concerns to MAT board and oversee overarching arrangements across trust.
88	Bid for capital funding and approve capital projects and building works	✓				<ul style="list-style-type: none"> Support from central finance support and implemented in consultation with AC/ACL/HT Necessary consents should be obtained from site trustees and check LA/DBE lease All necessary DfE approvals obtained
89	Managing Academy capital building projects/building works/maintenance				✓	<ul style="list-style-type: none"> HT responsible up to limits in Trust Finance policies with AC oversight CEO responsible if over HT limits in Finance policies, with MAT board oversight Projects above £50,000 will usually require CEO oversight All necessary DfE consents to be obtained and processes followed with support from central finance support.
90	Acquiring and disposing of land (including leases, licences and easements) in accordance with limits set by ESFA	✓				<ul style="list-style-type: none"> AC/ACL can recommend and HT/CEO advise, in consultation with central finance support All necessary DfE approvals should be obtained
91	Determining permissible external and community use policy (licensing, letting/shared use arrangements)	✓				<ul style="list-style-type: none"> Reflect requirements to obtain any necessary DfE, Trustee consents Use not at odds with ethos of CoE school Policy to reflect that any revenue generated from such use will be retained at school level

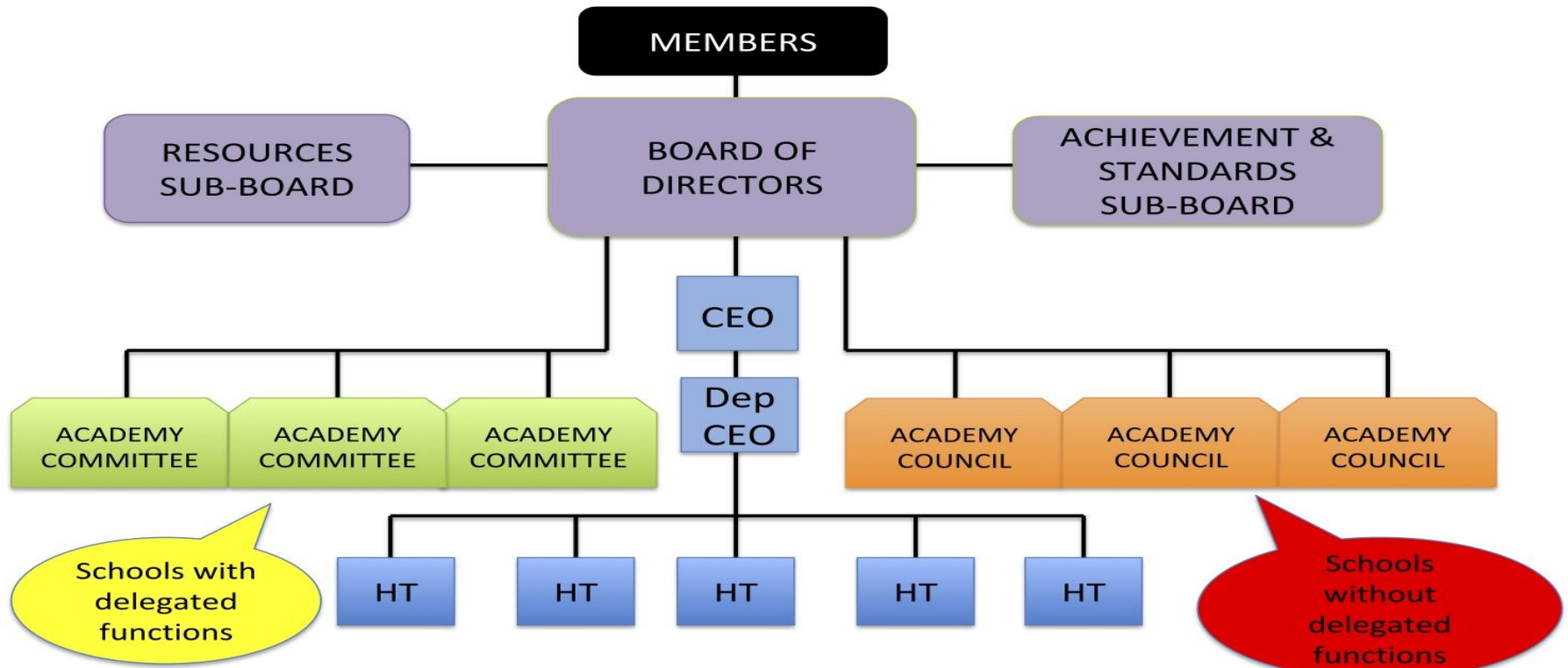
	92	Managing external and community use			✓		<ul style="list-style-type: none"> • Must be in accordance with agreed policy. • HT to implement with AC/ACL oversight
	93	To set the times of school sessions and the dates of school terms and holidays	✓				<ul style="list-style-type: none"> • CEO/HT to make recommendations • Directors to agree any changes
	94	To ensure that the school meets the statutory requirement for [380] sessions in a school year			✓		<ul style="list-style-type: none"> • HT to implement with AC/ACL oversight
Academy Committee structure	95	To appoint the chair of the AC	✓				<ul style="list-style-type: none"> • AC makes recommendation to MAT for approval • MAT decision for ACL
	96	To remove the chair of the AC	✓				<ul style="list-style-type: none"> • MAT decision in consultation with AC • AC to accept MAT's decision where there is a safeguarding or other legal reason • MAT decision for ACL
	97	To appoint the vice-chair of the AC			✓		<ul style="list-style-type: none"> • AC decision in consultation with MAT • CEO oversight of decision for ACL
	98	To dismiss the vice-chair of the AC	✓				<ul style="list-style-type: none"> • AC decision in consultation with MAT • AC to accept MAT's decision where there is a safeguarding or other legal reason • MAT decision for ACL
	99	To determine the development needs of governors and put in place an appropriate programme			✓		<ul style="list-style-type: none"> • AC/ACL in consultation and with support of MAT clerk • HTs to implement • CEO to oversee ACL provision
Information Management	100	Maintain accurate, effective and secure pupil records			✓		<ul style="list-style-type: none"> • HT to implement • In accordance with MAT policy

	101	Maintain accurate and effective and secure employee records.			✓		<ul style="list-style-type: none"> HT to implement In accordance with MAT policy
	102	Comply with all Data Protection legislation and good practice.	✓				<ul style="list-style-type: none"> Shared responsibility between MAT and AC/ACL HT to implement on a day to day basis
	103	To determine, on an annual basis, those policies which will be developed by MAT and mandatory for all MAT Academies	✓				<ul style="list-style-type: none"> Input and recommendations from CEO, Deputy CEO and HTs
	104	To review policies annually and ensure they meet statutory requirements for the Academy	✓				<ul style="list-style-type: none"> CEO is responsible Support and advice from HTs
	105	Complaints Procedure	✓				<ul style="list-style-type: none"> HT to implement at school level and report any material concerns on policy CEO to implement any Trust wide complaints and report any material concerns on policy First stage is with HT; second stage is with AC/ACL; third stage complaint with MAT Directors
Accessibility	106	Equality Information and objectives statement and equality objectives	✓				<ul style="list-style-type: none"> Requirement to draw up and publish equality objectives every four years and annually publish information demonstrating how meeting aims of public sector equality duty CEO with support from HTs/HR
	107	Accessibility plan			✓		<ul style="list-style-type: none"> Recommended and implemented by HT
	108	Determine SEND and inclusion policies	✓				<ul style="list-style-type: none"> Advice from HTs/SENCOs with recommendations by AC/ACL

							<ul style="list-style-type: none"> • To include social disadvantage, equality, disability, discrimination, looked after children, Pupil Premium • Member of AC/ACL with specific oversight for SEND arrangements • HT to implement at academy level • CEO to report any material concerns to MAT board
	109	Review and challenge effectiveness of SEND and inclusion policies and decisions	✓				<ul style="list-style-type: none"> • In conjunction with CEO and HTs
	110	SEN information report	✓				<ul style="list-style-type: none"> • HTs advise and recommendations come through AC/ACL using MAT wide report templates • SEN report should be updated annually and any changes to the information occurring during the year should be updated as soon as possible • Contains details about the implementation of the SEN policy
Comms	111	School prospectus			✓		<ul style="list-style-type: none"> • HT to implement • Oversight from AC/CEO to ensure in line with Trust requirement
	112	Academy website				✓	<ul style="list-style-type: none"> • HT to ensure Academy website is legally compliant • Overseen by AC/ACL • CEO to ensure academy websites dovetail appropriately with Trust website
	113	Press statements				✓	<ul style="list-style-type: none"> • HT to implement on a day to day basis • All controversial or potentially controversial press statements to be approved by CEO/MAT board

SCHEDULE 3
Governance structure of Pele Trust

MAT: leadership & governance



Appendix 1

Headteacher recruitment process for non-church schools (with note re: Church Schools - see*)

Recruiting to the post of Headteacher is an essential task. We need to ensure there is a robust process that enables the school and Trust to secure the best possible candidate. The process identified below should support this process.

Pre-recruitment

Task	Academy Committee (AC)	Pele Trust Board
Prepare advert	AC responsible	CEO to advise/support
Agree deadline date for applications and interview dates	AC to agree dates in conjunction with Chair of Pele Trust	Agree dates with AC
Agree salary scale	No role	Trust Board to set based on latest STPCD guidance
Prepare Information Pack about the school and Pele Trust	AC responsible for school information pack	CEO to prepare Pele Trust information and agree final version for use

Shortlisting

Task	Academy Committee (AC)	Pele Trust Board
Receiving completed applications	AC responsible	No role
Fielding queries from potential candidates	AC responsible	CEO to support as needed
Agreeing shortlist for interview	AC responsible	CEO plus up to one named Director to attend shortlisting
Send out invites to interview	AC responsible	No role
Requesting references	AC responsible	No role

Recruitment - Day 1

Day 1 of the interview process will always take place in the school with the Academy Committee members taking the lead.

Task	Academy Committee (AC)	Pele Trust Board
Prepare a programme for Day 1	AC responsible	CEO to advise/support
Meet and greet candidates on Day 1 to explain the day	Chair of AC responsible	CEO to attend
Ensure the smooth running of the day	AC responsible	No role
Secure various panel members	AC responsible	CEO plus up to one named Director to be involved
Agree candidates to progress to final interview	AC responsible	CEO plus up to one named Director to be involved
Contact all candidates and advise of success or otherwise	No role	CEO responsible
Provide detailed feedback to candidates	No role	CEO responsible

The likelihood is that the Day 1 will involve the majority of the Academy Committee members, as far as possible. The format for the day is to explore candidates' expertise in satisfying key aspects of Headteacher's Standards; it is likely to involve a range of tasks, which might include:

- Teaching a lesson
- Leading an assembly
- Various panels linked to:
 - Teaching, learning and assessment
 - Leadership and management
 - Leading in the community
 - Managing behaviour
 - Time management
 - Managing staff
- Data task
- Presentation
- School tour

This list is not exhaustive but gives a flavour of what will be a very busy day.

Recruitment - Day 2

Task	Academy Committee (AC)	Pele Trust Board
Prepare programme for Day 2 including questions	AC Chair involvement	CEO/Chair responsible
Agree venue	No role	CEO/Chair responsible
Agree interview panel	Up to two members of the AC to attend and vote (usually Chair/Vice Chair)	Up to 4 Directors plus CEO to attend and vote
Review candidates and agree appointment*	Up to two members of the AC to attend and vote (usually Chair/Vice Chair)	Chair to manage discussion and decision process; organise vote if required
Contact all candidates and advise of success or otherwise	No role	CEO responsible
Provide detailed feedback to candidates	No role	CEO responsible
Provide a formal written offer to successful candidate	No role	CEO responsible

**Where the Headteacher appointment is to a VA church school there will be a majority of AC members which may include representatives of the DBE; this is likely to be 4 AC/DBE and 2 Directors plus CEO*

Day 2 will usually involve candidates arriving to an agreed venue for an allocated time slot. The format will usually be a formal interview although a brief presentation may be included if required.