HASMONEAN

אל תקרי בניך אלא בוניך

Hasmonean Multi-Academy Trust Scheme of Delegation

The Elector Rabbonim oversee the ethos of Hasmonean Multi-Academy Trust (MAT). They also appoint the members of the JSSM.

The JSSM owns the land on which the academies within the Hasmonean MAT (Hasmonean High School for Boys and Hasmonean High School for Girls) are built. It also appoints the Members of Hasmonean MAT.

The Members of the MAT comprise one corporate Member, the JSSM, and up to three other members. They have the power to appoint and remove the Hasmonean MAT's Board of Trustees.

The Hasmonean MAT's Board of Trustees has extensive experience of education and corporate governance and a shared desire for high standards and excellence. They have the power to appoint and remove the individual academies' Local Governing Bodies.

The Hasmonean MAT's Board of Trustees governs the company. All trustees have the same powers and responsibilities.

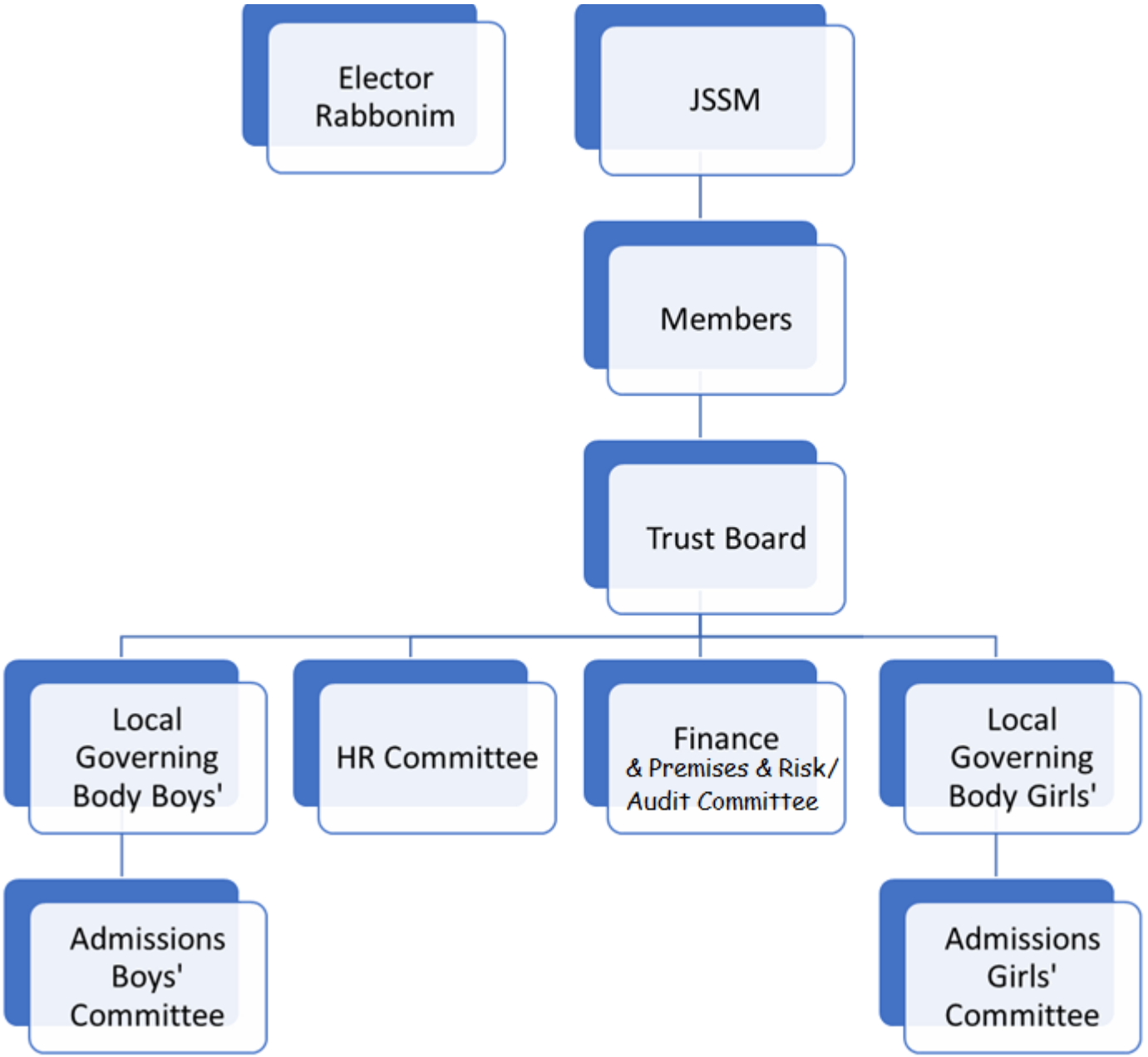
Hasmonean Multi-Academy Trust is a company limited by guarantee and a charitable trust. Responsibility for the schools that make up the Trust and for the funds granted by Parliament for providing education in those schools is entrusted to the Hasmonean MAT Board of Trustees.

The Trust governance model delegates a high level of responsibility and decision making to its Local Governing Bodies; it recognises the significant contribution that excellent local governance can make to a school. In order to support this model, the Trust ensures that Local Governing Bodies are well trained and supported.
School improvement, school management, finance, ICT, HR and legal advice systems are well-developed and shared across the Trust, under the direction of the CEO and the Hasmonean Board of Trustees.

Composition of the Members and Trust Board

No	Member
1	Trustees of the J.S.S.M (corporate member)
2	Daniel Lyons
3	Martin Richman

No	Trustee
1	Gary Swabel (Chair of Trust Board)
2	Shanni Solomon (co-opted)
3	Eytan Weisz (Chair of the Local Governing Body – Hasmonean Boys' School
4	Jonathan Miller (JSSM member) (Chair of Finance Committee)
5	Steven Blumgart (Vice Chair of Trust Board and Chair of Local Governing Body – Hasmonean Girls' School)
6	Joseph Halberstadt
7	Andrew McClusky (CEO)


Elector Rabbonim
JSSM
Members
Trust Board
Local Governing Body Boys'
HR Committee
Finance & Premises & Risk/ Audit Committee
Local Governing Body Girls'
Admissions Boys' Committee
Admissions Girls' Committee

Members

Outline of responsibilities:

The Members have overall nominal responsibility for the Trust but they exercise their functions through the TB. Each Member guarantees to contribute £10 if the Trust were to become insolvent and is wound up – that is the "guarantee" implied by the term "company limited by guarantee".

The main powers and duties of the Members in broad terms are:

1. To appoint and remove Trustees
2. Through a collaborative process to monitor and evaluate the performance of the TB
3. To maintain the Membership and to appoint Members
4. To approve any proposed changes to the Articles of Association
5. To receive the annual accounts of the Trust

Trust Board

Outline of Responsibilities:

The Trustees are the directors of the trust and have a similar role to governors in a local authority-maintained school. As company directors their duties are to:

- Act within their powers;
- Promote the success of the company;
- Exercise independent judgment;
- Exercise reasonable care, skill and diligence;
- Avoid conflicts of interest;
- Not to accept benefits from third parties; and
- Declare any interest in proposed transactions or arrangements
- Follow the Nolan Principles of public life and what is required of Trustees and Local Governors in relation to conflicts of interest.

The Trust Board focuses on the three core functions of governance:

1. Ensuring clarity of vision, ethos and strategic direction;
2. Holding the CEO to account for the educational performance of the academies and their pupils, and the performance management of staff; and
3. Overseeing the financial performance of the Trust and making sure its money is well spent.
    - Deciding upon major strategic and legal aspects such as:

- Establishing a new academy
- Discontinuing or merging existing ones
- Recommending amendments to the Articles of Association
- Adopting the strategic plan for the Trust which will include individual strategic plans for each academy
- Approving the overall budget for the Trust and its devolution to each academy
- Approving the Trust Financial Procedures Manual
- General oversight of all premises-related aspects
- Approving the annual accounts of the Trust
- Ensuring that all regulatory requirements are met
- Recommending appointment of Members, Trustees and members of LGB and co-opting additional Trustees including conducting skills audits as required
- Securing that all Trustees and members of LGB are appropriately trained
- Approving all policies that the Trust by law is required to maintain. All policies originate from the CEO. A schedule of policies is attached as Appendix Two and shows where detailed consideration of each takes place and with whom consultation takes place
- Determining each year the scheme of delegation and terms of reference including approving the membership of all committees
- Ensuring that admission arrangements for each academy are compliant with the most up-to-date admissions law
- Ensuring and monitoring compliance with the Admissions Code
- Establishing arrangements for independent appeals against refusals to admit pupils to an academy
- Establishing arrangements for independent review panels to review permanent exclusions
- Dealing with formal complaints against an academy in accordance with the Trust complaints policy

Appointment of:

- Chief Executive Officer
- Head of Finance
- A Headteacher for each school

Trust Board Chair's Emergency Powers

The Chair, or in the absence of the Chair the Vice-Chair, may take such action as the Chair may think fit to protect the interests of the Trust, any academy within the Trust, any student or employee of the Trust or any other member of the school community in circumstances where in the opinion of the Chair it would not be reasonably possible to convene a meeting of the TB or a relevant Committee or LGB in the time necessary to protect such interests.

Audit and Risk Committee

Only to be established when the Trust income exceeds £50m; until that point this aspect will be covered by the Finance Committee.

Delegated responsibilities:

- **Audit and Risk Committee Terms of Reference**
- **1. Responsibilities**
- to maintain an oversight of the Academy Trust's financial, governance, risk management and internal control systems
- to report findings termly and annually to the Trust Board and the Accounting Officer as a critical element of the trust's annual reporting requirements.
- **2. Authority**
- the Audit and Risk Committee is a Committee of the Academy Trust Board and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board.
- the Audit and Risk Committee is authorised to
- request any information it requires from any employee, external audit, internal audit, or other assurance provider.
- obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or the Trust Board.
- **3. Composition**
- the membership of the committee will comprise a minimum of 3 trustees.
- employees of the trust should not be audit and risk committee members, but the accounting officer and chief financial officer should attend to provide information and participate in discussions.
- the chair of trustees should not be chair of the audit and risk committee.
- where the audit and risk committee is combined with another committee, employees should not participate as members when audit matters are discussed.
- until otherwise determined by the board of trustees, a quorum shall consist of 2 members of the committee.
- at least one member of the audit and risk committee should have recent or relevant accountancy, or audit assurance, experience.
- any trustee may attend a meeting of the audit and risk committee, including those who are not members of the audit and risk committee.
- **4. Reporting**
- The Audit and Risk Committee will:
- report back to the Trust Board regularly every term.
- provide an annual summary report provided by the internal scrutineer / auditor and areas reviewed by internal scrutiny / audit covering key findings, recommendations, and conclusions

- **5. Coverage**
- The Audit and Risk Committee will:
- advise the board on the effectiveness and resources of the external/internal auditors or scrutineers to provide a basis for their reappointment, dismissal, retendering, or remuneration. Considerations may include:
- the auditor's/scrutineer's sector expertise
- their understanding of the trust and its activities
- whether the audit process allows issues to be raised on a timely basis at the appropriate level
- the quality of auditor/scrutineer comments and recommendations in relation to key areas
- where relevant the personal authority, knowledge and integrity of audit partners and their staff to interact effectively with, and robustly challenge, the trust's managers
- the auditor's/scrutineer's use of technology
- ensure there is co-ordination between internal audit/scrutiny and external audit and any other review bodies that are relevant
- consider the reports of the auditors/scrutineers and, when appropriate, advise the Trust Board of material control issues.
- encourage a culture within the trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Board of Trustees
- provide minutes of all Audit and Risk Committee meetings for review at board meetings
- **External Audit**
- review the external auditor's plan each year
- review the annual report and accounts
- review the auditor's findings and actions taken by the trust's SLT in response to those findings
- produce an annual report of the committee's conclusions to advise the board of trustees and members.
- **Internal Scrutiny**
- take delegated responsibility on behalf of the board of trustees for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the Trust is complying with the overall requirements for internal scrutiny, as specified in the Academies Financial Handbook.
- conduct a regular review of the risk register
- agree an annual programme of internal scrutiny / audit, which is objective and independent, covering systems, controls, transactions, and risks.
- advise the trustees on the adequacy and effectiveness of the trust's systems of internal control, governance, and risk management processes,
- consider the appropriateness of executive action following internal audit/internal scrutiny reviews and to advise the board on any additional or alternative steps to be taken
- oversee the annual review of the trust's risk register

- **Annex 2**
- **Suggested areas of coverage**
- This list of suggested areas is not intended to be exhaustive. The audit and risk committee will ensure that the internal scrutineer develops a cyclical programme of work tailored to the trust and its risks.
- **Cash and Bank**
- Ineffective monitoring of liquidity and cash and bank balances is a key risk to any business. Cash forecasting needs to be accurate, and the trust needs to be able to ensure that it retains an appropriate level of liquid or near liquid balances to withstand any short-term interruptions to incoming income. Cash itself frequently represents a security risk, and the systems for safe storage, collection, banking and reconciliation need to be effective and secure.
- The scrutineer may test a number of transactions and the controls and procedures around the transaction, including:
- whether the trust has a treasury management policy and it is being followed
- review the trust's cash forecasting process to ensure it is effective and accurate
- review the trust's financial procedures for the receipt and banking of income to ensure that they are adequate, and the trust is adhering to them.
- check a sample of income (grant and non-grant) from source records to verify that the income has been correctly accounted for.
- check what action has been taken for any overdue income.
- ensure that monthly bank reconciliations have been carried out, including reviewing validity of reconciling items, and reviewed
- procedures around the administration of the trust's bank account(s) including, the opening, compliance with the bank mandate signing instructions and access to the bank account
- **Procurement**
- Poor contract management will result in trusts paying too much for goods and services, or even paying for services they do not need. Value for money audits can also be used to test accepted practice. The AFH sets out some obligations for trusts in relation to related party transactions and conflicts of interest. There are numerous appropriate operational checks. The following list is not exhaustive:
- check of a sample of purchase orders to delivery notes and invoices to ensure that documentation is complete, has been appropriately checked and authorised
- check of a sample of payments back to invoices, purchase orders and delivery notes to confirm they are legitimate purchases
- review statements from suppliers to ensure they are being checked, investigate any disputed invoices
- review contracts, ensuring proper tendering procedures exist and are being followed
- check purchase of any capital assets (e.g. desk computers, interactive whiteboards, kitchen equipment) for physical existence
- **Monthly financial closedown**
- Monthly closedown will follow a set procedure and the scrutineer may test a number of the relevant steps, including:
- review that monthly bank reconciliations have been carried out, including reviewing validity of reconciling items,
- review of the purchase ledger control account reconciliation and/or creditors list against invoices received

- review of the sales ledger control account reconciliation and/or debtors list against invoices issued
- review of the accruals schedule against costs committed but not yet invoiced
- checks of petty cash balances and supporting vouchers
- review of any budget virements and adjusting journals for reasonableness and authorisation
- review of any write-offs of debt or other losses for reasonableness and proper authorisation
- **Payroll and HR**
- Ineffective HR systems can lead to low morale and productivity. Effective systems mean staff are properly skilled and can focus on their proper role. Recruitment and training also warrant attention. Payroll will account for the vast majority of the trust's expenditure and so ought to feature in any programme of testing:
- review of a sample of starters, leavers and salary increases to ensure they are properly authorised and payroll / personnel data is recorded completely and accurately
- review of the monthly payroll to ensure that any changes and salary payments have been appropriately authorised
- a reconciliation of payroll to HR records to ensure that leavers and allowances are not paid beyond the appropriate dates
- a check of statutory and non-statutory deductions from pay
- review of a sample of expense claims to ensure there is appropriate documentation to support the claim and that it is appropriately authorised
- **Efficiency, funding, and budgets**
- Whether the expected economies of scale arising from merging and updating "back office" functions are being realised. Whether there is tension between the need for efficiency and operational autonomy of constituent academies in a trust with multiple academies. Is there a gap between the trust's educational aspirations and its financial means, including the funding challenge, and is this addressed through the multi-year budget process? Are budgets properly prepared and reviewed / challenged by management and the finance committee and consistent with the trust's business plan pupil census, human resources and other data?
- **Fraud, theft, and bribery**
- Fraud can be costly and embarrassing, and the threat is constant. All trusts should have preventative controls in place, as well as a fraud risk assessment and counter fraud plan. Low-level fraud may be hard to detect, and one-off checks may be an effective deterrent
- **Safeguarding and whistleblowing**
- All trusts should have effective policies, protocols, procedures, and documentation in place. Failure in these areas can damage a trust's reputation and, of course, there is hardly an issue of greater importance than pupil safety and welfare. Specialist skills may be required to provide assurance in these areas
- **Management information and reports**
- Review the trust's management information to ensure information supplied is consistent with the underlying accounting records and internal management reports, including:
- management accounts

- financial reports to board
- pupil data and census returns
- returns to the DfE/ESFA
- Ensure management accounts are properly supported by explanations for significant variances from budget and are subject to appropriate review and challenge by management and the finance committee
- **Data and IT issues**
- Good data is the foundation of effective decision making. Business continuity and recovery of key systems such as attendance management systems should also feature.
- Data protection (e.g. GDPR compliance) is also likely to be a key issue.
- IT systems should be assessed for their resilience in terms of exposure to cyber security risks
- **Premises issues**
- Capital projects can be expensive and complex, but consideration should also be given to disaster recovery, business continuity and PFI issues and well as health and safety, fire prevention, asbestos, legionella and so on.
- **Governance structures**
- Trusts need governance structures and processes appropriate to their size and structure. These must be regularly reviewed and should include Board and committee, executive and operational structures.
- **Business Continuity Plans/Disaster Recovery**
- The trust must have adequate plans in place to ensure business continuity in the event of any disruption. These plans should be reviewed regularly to ensure they reflect current circumstances and anticipated risks.

Finance Committee

Outline of responsibilities

Detailed consideration of the annual budget including consideration of:

- The extent to which funds are retained for central services not directly related to individual academies
- The allocation of central funds for the purposes of each individual academy which will usually be based mainly but not solely on pupil numbers
- The allocation of funds to each individual academy to be applied at the discretion of the HT or, where an individual academy has an HoS without financial responsibility, to be applied at the discretion of the Head of Finance
- Monitoring the financial performance of the Trust and holding the Head of Finance to account for this
- Monitoring the use of the pupil premium and other earmarked or dedicated funds
- Detailed consideration of the Trust Financial Procedures Manual for approval by the TB
- Detailed consideration of those policies within its remit
- Requesting funds from the Hasmonean High School Charitable Trust to be used for educational purposes within the MAT

HR Committee

Outline of responsibilities:

- Monitoring all Human Resource aspects
- Determination of staff pay and conditions
- Performance management of CEO and Head of Finance
- Disciplinary, capability and grievance aspects relating to CEO and Head of Finance
- Detailed consideration of those policies within its remit

LGB Boys

Outline of responsibilities:

- Reporting to the Trust Board on the overall performance of the academy
- General allocation of the annual spend of that part of the Trust budget delegated to be managed by the academy
- Monitoring of educational outcomes in the academy
- Monitoring all aspects of the curriculum and curriculum delivery of the academy
- Monitoring student issues including behaviour and exclusions and attendance
- Monitoring (in conjunction with the CEO) all aspects of readiness for inspection
- Detailed consideration of and reporting to the Trust Board on all premises aspects
- Detailed consideration of those policies within its remit
- Dealing with the regulatory requirements of admissions and exclusions through designated committees of the LGB
- Liaising with the Trust Board, CEO and Head of Finance on all aspects of policy setting as they may respectively require
- Arranging election of elected members of the LGB in accordance with the Articles of Association
- Monitoring all aspects of safeguarding (including British Values), SEN, equality (including the Public Sector Equality Duty) and student welfare relating to the Boys' School

LGB Girls

Outline of responsibilities:

- Reporting to the Trust Board on the overall performance of the academy
- General allocation of the annual spend of that part of the Trust budget delegated to be managed by the academy
- Monitoring of educational outcomes in the academy
- Monitoring all aspects of safeguarding (including British Values), SEN, equality (including the Public Sector Equality Duty) and student welfare
- Monitoring all aspects of the curriculum and curriculum delivery of the academy
- Monitoring student issues including behaviour and exclusions and attendance
- Monitoring (in conjunction with the CEO) all aspects of readiness for inspection
- Detailed consideration of and reporting to the Trust Board on all premises aspects
- Detailed consideration of those policies within its remit
- Dealing with the regulatory requirements of admissions and exclusions through designated committees of the LGB
- Liaising with the Trust Board, CEO and Head of Finance on all aspects of policy setting as they may respectively require
- Arranging election of elected members of the LGB in accordance with the Articles of Association
- Monitoring all aspects of safeguarding (including British Values), SEN, equality (including the Public Sector Equality Duty) and student welfare relating to the Girls' School

Boys' Admissions Committee

Outline of responsibilities:

- To advise the Boys' School Local Governing Body on any aspects of admissions and the admission arrangements for the academy that may be relevant including reporting on admission patterns and matters of concern
- To respond when required by the Boys' School Local Governing Body to any proposal to amend the admission arrangements
- To manage any local consultation required in relation to any proposed amendment to the admission arrangements or otherwise to secure compliance with the Admissions Code
- To consider and decide upon each application for a place at the academy including reviewing and confirming the ranking of applications as advised by the local authority at the points of normal entry to the academy

Girls' Admissions Committee

Outline of responsibilities:

- To advise the Girls' School Local Governing Body on any aspects of admissions and the admission arrangements for the academy that may be relevant including reporting on admission patterns and matters of concern
- To respond when required by the Girls' School Local Governing Body to any proposal to amend the admission arrangements
- To manage any local consultation required in relation to any proposed amendment to the admission arrangements or otherwise to secure compliance with the Admissions Code
- To consider and decide upon each application for a place at the academy including reviewing and confirming the ranking of applications as advised by the local authority at the points of normal entry to the academy

KEY ROLES

CEO

- Provide strategic and operational leadership of the Trust
- Responsible for the internal organisation management and control of each of the academies and specifically:
- Development of Trust-wide strategies and strategies for individual academies for Trust Board approval
- Determining and implementing curriculum provision and assessment
- Line management of Headteachers, Menahel, Head of Operations and Head of Finance and, through delegation, securing line management of all other staff
- Performance management (including progression) of all staff
- Disciplinary, capability and grievance aspects relating to all staff other than Head of Finance
- Securing compliance with the Master Funding Agreement and each Supplemental Funding Agreement
- Ensuring the proper discharge of all statutory functions including in relation to admission appeals and reviews of permanent exclusion
- Appointment of all staff below Head Teacher and Head of School level
- Reporting termly to the Trust Board

Head of Finance

- Provide financial leadership of the Trust
- Secure financial probity and value for money including compliance with the Academies Financial Handbook
- Prepare and maintain the Trust's Financial Manual
- Prepare budget for the Trust, including allocation of funds for centrally-maintained services, determining envelope of funding allocated to individual academies and determining sums to be delegated to each LGB for local spending, for Trust Board approval
- Reporting termly to Finance Committee
- Other specific responsibilities including spending and contracting

Headteacher

- Subject to any limits on delegated powers reasonably imposed by the CEO, overall delegated responsibility for the internal organisation management and control of the academy including detailed decisions in relation to the use of the share of the Trust budget delegated to the academy in accordance with directions given by the LGB

TABLE OF DELEGATION

Part one

Decisions always reserved to Trust Board or Senior Executive Team Members

Key:

Level 1: Members

Level 2: Trust Board

Level 3: Trust Board Finance Committee

Level 4: Trust Board Personnel Committee

Level 5: Chief Executive Officer

Level 6: Head of Finance

Level 7: Audit and Risk Committee

COLUMN TICKED: Action to be undertaken at this level

Key Function	**Task**	**1**	**2**	**3**	**4**	**5**	**6**	7
Governance	Approve changes to the Governance structure, Terms of Reference, Schemes of Delegation		x					
	Approve changes to the Articles or Funding Agreement (with EFA approval sought)		x					
	Appoint and remove the Chair and Vice Chair of the Board		x					

	Task	1	2	3	4	5	6	7
	Establish Trust committees		x					
	Establish LGB committees		x					
	Appoint and remove the Chairs of Committees		x					
	Appoint and remove the Chairs of Local Governing Bodies		x					
	Appoint and remove Trust Board members including carrying out Trust Board skills	x						
	Approve the appointment of Clerk		x					
	Review performance of the Board	x						
	Review performance of Board committees and LGBs		x					
	Review committee membership to ensure each have a diverse and appropriate skill set		x					
	Ensure access to training for TB and LGB members and monitor take-up		x					
	Change of Trust name	x						

	Task	1	2	3	4	5	6	7
	Organise calendar meetings for TB and LGB					x		
Finance	Approve Financial Scheme		x					
	Scrutinise all schools' budgets for the financial year			x				
	Approve the overall Trust budget for financial year		x					
	Review the Trust budget throughout the financial year			x				
	Review all schools' budgets throughout the financial year			x				
	Allocation of budgets to each school		x					
	Approve use of school reserves		x					
	Review and approve banking arrangements		x					
	Propose financial and procurement policies						x	
	Approve financial and procurement policies		x					

	Task	1	2	3	4	5	6	7
	Maintain register of business interests						x	
	Approve the appointment of external auditors		x					
	Hand over certain functions of the committee to the Audit and Risk Committee when the trust turnover exceeds £50m as identified below.							
Audit and Risk	Maintain an oversight of the Academy Trust's financial, governance, risk management and internal control systems							x
	Report findings termly and annually to the Trust Board and the Accounting Officer as a critical element of the trust's annual reporting requirements.							x
Payroll	Approve overtime outside the delegated budget					x		
	Approve monthly school payroll						x	
	Authorise payroll provider to make payroll payment						x	
Staff & Performance Management	Appoint the CEO		x					
	Appoint Headteachers or Head of Schools		x					
	Performance review of CEO		x					
	Suspend the CEO (in accordance with policies and procedures)		x					
	End the suspension of the CEO (in accordance with policies and procedures)		x					

	Task	1	2	3	4	5	6	7
	Dismiss the CEO (in accordance with policies and procedures)		x					
	Appointment/ dismissal of the Head of Finance (in accordance with policies and procedures)		x					
	Appointment/dismissal of other staff (in accordance with policies and procedures)					x		
	Propose staff, HR, grievance, pay, performance management/appraisal, capability and disciplinary policies					x		
	Implementation of capability policy (in accordance with policies and procedures)					x		
	Approve staff, HR, grievance, pay, performance management, capability and disciplinary policies		x					
	Approve changes to school staffing structures including recruitment and terms and conditions (within agreed budget)				x			
	Approve changes to school staffing structures including recruitment and terms and conditions (outside of agreed budget)		x					
	Approve re-grading of job roles					x		
	Approve redundancies and staff restructures		x					
	Approve appointments of central Trust posts		x			x		

	Task	1	2	3	4	5	6	7
Performance & Curriculum	Review progress across against all School Development Plans		x			x		
	Propose Trust 3 year Strategic Plan					x		
	Approve Trust 3 year Strategic Plan		x					
	Propose the Trust 1 year business plan						x	
	Approve the Trust 1 year business plan		x					
Discipline/ Exclusions	Propose pupil behaviour policies					x		
	Approve pupil behaviour policies		x					
	Monitor implementation of pupil behaviour policies					x		
	Review of exclusions in accordance with statutory requirements (via LGB exclusions sub- committee)		x					
	Establish Independent Review Panels for permanent exclusions		x					
	Review permanent exclusion on reference from Independent Review Panel (via LGB exclusions sub-committee)		x					

	Task	1	2	3	4	5	6	7
Admissions	Approve admissions policy		x					
	Admissions application decisions (via LGB admissions sub-committee)		x					
	Establish Independent Admission Appeal Panels		x					
Premises & Insurance	Propose premises-related polices						x	
	Approve premises-related policies		x					
	Approve appropriate insurance cover for all schools in the Trust			x				
	Propose Health & Safety Policy						x	
	Approve Health & Safety Policy		x					
Health & Safety	Monitor implementation of H&S Policy			x				
	Develop a Risk Management Plan						x	
	Approve a Risk Management Plan		x					

	Task	1	2	3	4	5	6	7
	Report on Risks to Board						x	
	Asset Management policy and plan						x	
	Approve times of school day and dates of school terms and holidays		x					
	Extended services on site						x	
School Organisation	School uniform (via LGB)		x			x		
	Trust website		x			x		
	School website (via LGB)					x		
	Complaints policy		x					
	Attendance policy (via LGB)		x			x		
Policy	Sex and relationships education policy		x			x		
	Teaching and learning policy		x			x		

	Task	1	2	3	4	5	6	7
	Religious Education policy, as required (specific if needed for each school in the Trust)		x					
	Educational Visits policy		x			x		
	Safeguarding and Child Protection policy		x			x		
	Lettings policy		x				x	
	Staff and Trustee Expenses policies		x			x		
	Gifts and hospitality policy		x			x		
	Pay and Reward policy		x			x		
	Whistle Blowing policy		x			x		

Part Two

Decisions that may be delegated to Local Governing Boards or reserved to the Trust Board

Note that this table includes all decisions other than those which should always be reserved to the Trust Board. <u>Where different degrees of delegation are to be adopted in the light of the capacity of the LGB a separate table should be used for each LGB or category of LGB.</u>

Key:
Level 1: Trust Board
Level 2: Trust Board Finance Committee
Level 3: Trust Board Personnel Committee
Level 4: Local Governing Board
Level 5: Chief Executive Officer
Level 6: Head of Finance
Level 7: Academy Headteacher or Head of School

COLUMN TICKED: Action to be undertaken at this level

Key Function	**Task**	**1**	**2**	**3**	**4**	**5**	**6**	**7**
Finance	Local spend decisions				x			x
Payroll	Approve overtime within delegated budget							x
	Approve staff expenses							x

	Task	1	2	3	4	5	6	7
Staff & Performance Management	Participate in appointment of school leadership as provided for in relevant policies				x			
	Participate in performance review of HT/HoS				x	x		
	Participation in implementation of capability policy (in accordance with policies and procedures)					x		x
Performance & Curriculum	Propose School Development Plan					x		x
	Approve School Development Plan	x			x			
	Review progress against School Development Plan	x			x			
	Propose the school curriculum plan					x		x
	Approve the school curriculum plan	x			x			
	Propose pupil premium plan					x		x
	Approve pupil premium plan	x			x			
	Review pupil premium plan	x			x			

	Task	1	2	3	4	5	6	7
Discipline/ Exclusions	Monitor implementation of pupil behaviour policies				x			
	Review of exclusions in accordance with statutory requirements (via LGB exclusions sub-committee)				x			
	Review permanent exclusion on reference from Independent Review Panel (via LGB exclusions sub-committee)				x			
Admissions	Consult before setting an Admissions Policy, when required	x			x			
	Propose Admissions Policy	x			x			
	Admissions application decisions (via LGB admissions sub-committee)				x			
Health & Safety	Monitor implementation of H&S Policy				x			
School Organisation	Extended services on site				x		x	
	School uniform	x			x			

Ratified by The Trust Board Updated