



## Scheme of Delegation September 2023

### Introduction

**Chester Diocesan Academies Trust is a company limited by guarantee and registered in England and Wales under company number 8451787.**

Chester Diocesan Academies Trust (CDAT) is a Multi-Academy Trust (MAT) that was formed by Chester Diocesan Board of Education (the 'DBE') in order to provide for diocesan schools that may be required to join an academy Trust due to government requirements or schools that wish to join a diocesan led Multi-Academy Trust. Both the DBE and CDAT are committed to the provision of high-quality Christian education across the Diocese and beyond.

CDAT is run by a Board of Directors that is accountable to the Secretary of State for Education for the performance of each academy within the Trust.

Within CDAT, each Academy typically has its own Local Governing Body. This includes both parent and staff representatives but with the majority appointed by the CDAT Board following its appointments procedures. Some academies may choose to have shared governance with one LGB overseeing more than one school, and this will be constituted by the Board following discussions between the CEO and the LGB/GB of the schools concerned.

The CDAT Board has overall legal responsibility for the operation of the MAT and the academies within it, however, the Board works in partnership with its family of Academies and uses the skills and knowledge of Local Governing Bodies to help challenge and support the professionals working within the academies to provide the best outcomes for every child and young person in the Trust.

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

- the Members
- the CDAT Board;
- the Chief Executive Officer (CEO) and other officers as specified;
- the Local Governing Body of the Academy; and
- the Headteacher of the Academy;

**This scheme should be read in conjunction with the Memorandum and Articles of Association, Master Funding Agreement, Supplemental Funding Agreement, the CDAT Governor Handbook, the process for appointments to Local Governing Bodies in CDAT, the Financial Procedures and Policy Manual, and other documents and guidance produced by CDAT from time to time.**

# Overview of Roles and Responsibilities

## The Members

The Members are akin to shareholders in a commercial company and have ultimate control over the direction of the academy Trust through the appointment of Directors and control of the structure of the CDAT Board.

Currently the 5 Members are:

- The Diocesan Board of Education acting corporately;
- The Bishop of Chester;
- Two individual members of the Diocesan Board of Education nominated by that Board;
- The Chair of the Board of Directors of CDAT.

## The CDAT Board

The CDAT Board is a Board of Directors that has responsibility for the effective running of the Trust and the individual academies within it. The Board may decide to form committees to carry out certain of its functions. Currently there are two committees: the Finance and General Purposes Committee and the Education Effectiveness Committee. Other committees or regional boards may be formed as CDAT grows. The term 'CDAT Board' will therefore include any such committees/boards that may be formed from time to time and decisions allocated to the CDAT Board may be taken by those committees in accordance with their terms of reference.

## The CEO

A significant number of responsibilities under the Scheme of Delegation lie with the CEO. The term 'CEO' refers to the Chief Executive Officer but, as the CEO may choose to delegate some of these functions to members of the central team, the reference to CEO may therefore include the Director of Finance (DOF) and/or Director of Operations (DOO), Education Officers or other staff employed centrally. The term 'Education Officer' may refer to anyone employed by or brokered by the Trust to provide educational support and challenge to schools and answerable to the CEO – e.g. School Advisors/Early Years Advisors.

The CEO typically delegates the day-to-day management and running of finance and operations to the DOF. The DOF and DOO together lead the central finance and operations team. Therefore, where responsibility for financial and operational matters lies with the CEO, the work involved may be led by the DOF/DOO and reported back to/signed off by the CEO.

## Local Governing Body (LGB)

The Local Governing Body is essentially a committee of the Trust which has delegated powers in order to oversee the running of its individual academy. The LGB typically delegates many of these powers to the Headteacher. LGBs will also typically have specific committees to fulfil certain duties – such as Headteacher Performance Management, Pay and Admissions. Where the document refers to the LGB this may include such committees but with the understanding that the ultimate responsibility remains with the LGB.

## Headteacher

The CDAT Board has agreed that the Headteachers in each of its schools should continue to be referred to as 'Headteacher', rather than as 'Principal'. Similarly, the schools in CDAT retain the name 'school' (rather than 'academy'): in this document, the terms school and academy are used interchangeably.

In our schools, the Headteacher will be assigned delegated powers but may choose to delegate these further to another member of staff e.g., the School Business Manager or Deputy Headteacher. Where the document refers to Headteacher this may include other staff members who have been delegated responsibilities with the understanding that the ultimate responsibility remains with the Headteacher.

**In all cases the CDAT Board is accountable directly to the Secretary of State for each academy and thus has overall responsibility in all areas regardless of delegated powers. The CEO has authority to nullify decisions made by LGBs or to direct Headteachers if the CEO considers that it is in the best interests of CDAT to do so, or that a decision made by an LGB is not in the best interests of the school.**

## Academy Banding

It is the aim of CDAT for all its academies to provide pupils with the highest quality educational provision, and for this to be acknowledged in both Ofsted and SIAMS inspections with judgements of 'good' and 'outstanding'. We anticipate that the vast majority of schools in the trust will be working at this level, and under the Scheme of Delegation considerable responsibility is delegated to these schools' Local Governing Bodies and Headteachers. We acknowledge though that some schools will require more support to secure consistently good or outstanding provision and will ensure that this support is provided. We anticipate three potential sets of circumstances where additional support may be required:

- where a school has had an 'inadequate' Ofsted judgement and so has been identified for sponsorship by the DfE Regional Director (RD), with CDAT as named sponsor;
- where a school has an 'RI' Ofsted judgement, or has been identified as causing concern by the local authority or DBE, and so is not in need of formal 'sponsorship' but does require additional support;
- where a school's circumstances dictate that it needs additional support beyond the norm – such as when there have been significant staffing changes, budgetary issues or another change in the school's situation impacting on its overall effectiveness.

In the first half of the autumn term, each school will engage in an 'annual conversation' with officers of the trust. At this point the school will be placed into one of 3 bands, reflecting the amount of support it is expected to require over the course of the year. The school will typically remain in this band for the academic year unless the CEO determines that a change in situation warrants a revision to the school's banding.

### Band 1

Schools in Band 1 consistently and reliably provide pupils with a good or better standard of education. Although they still benefit from CDAT's school improvement work, they also have the quality and capacity to support that work too.

Schools joining CDAT will typically be assumed to be in Band 1 if their most recent Ofsted and SIAMS judgements are at least 'good', and no significant concerns have been raised through the due diligence process. For schools already in CDAT, judgements as to banding will be made through the 'annual conversation' process, as above.

Typically, schools in Band 1 will receive the equivalent of 6 x ½ day visits per year (e.g., 1 per half term) from the CEO or an Education Officer. At least one of these visits each year will involve monitoring activities that will help to form/sustain judgements on the effectiveness of provision at the school.

### Band 2

Schools in Band 2 are those generally falling into the Ofsted 'requires improvement' category, or schools that have previously been judged as inadequate but have made significant progress to coming out of their category of concern. Here the objective will be to provide ongoing support to help them progress to good and outstanding.

Occasionally, 'good' schools may be placed in Band 2 if it decided that they need more support than would typically be expected of a 'good'/Band 1 school – for example, where a new headteacher is in place or where an Ofsted inspection is imminent, and areas of vulnerability have been identified.

Within the Scheme of Delegation, the trust may retain appropriate functions to ensure Local Governing Bodies and Headteachers receive the challenge and support they require to deliver school improvement.

Band 2 schools will receive a minimum of 6 x ½ day CEO/Education Officer visits per year (e.g., 1 per half term), and typically at least one of these visits each term will involve monitoring activities that will help to form/sustain judgements on the effectiveness of provision at the school. In addition to visits from the CEO/Education Officers, Band 2 schools will also receive some additional support – such as:

- additional CEO/Education Officer input through training, staff meetings etc.;
- additional support from CDAT's finance/operations team;
- peer support from another CDAT school.

### Band 3

The trust anticipates two circumstances in which a school may be judged as falling into Band 3. Schools in Band 3 require the maximum level of support from the trust.

Firstly, there are those schools who have been judged as 'inadequate' by Ofsted. They will have received a directed academy order from the RD and will have come into the trust as a sponsored academy. In this situation, the trust will receive additional funding for a sponsored academy in the form of a 'sponsorship grant' – additional to the usual conversion grant – which the trust will use to provide significant additional support for the school as it moves into the trust.

Secondly, there may be a small number of schools whose needs become significant and require a high level of intervention to help them to stabilize. These may be schools that have been judged as 'requires improvement' by Ofsted but are struggling to make progress, or who have previously been judged as a cause for concern by the local authority but have not been recently inspected.

In both situations, the trust may use its powers within the Scheme of Delegation to limit the degree of responsibility delegated to a school in Band 3, including (but not exclusively) responsibility for local governance, budgetary and financial decisions and staffing.

Typically, Band 3 schools will receive at least monthly visits from the CEO or an Education Officer and are also likely to require additional support from other parts of the trust's central team and/or leaders of other CDAT schools.

Where schools fall into Band 3 but do not qualify for sponsorship funding, the trust will seek additional external funding (e.g., ESIF) to fund the high-level of support the school requires. Where no external funding is available/can be secured, the trust may make an additional, reasonable and fully costed charge for support from the school to cover some of the costs of this support.

## Local Governing Body Structure

The 'make-up' of the Local Governing Body will depend on the academy's categorisation, based typically on its school category prior to conversion as set out in the funding agreement. This structure may be amended if governance is identified as a weakness in the regular monitoring of the work of the academy. The flexibility of the academy governance model will allow, in most cases, schools entering the Trust to replicate their existing governing body if they wish to do so. However, where a school comes into the Trust as a Sponsored Academy the LGB will be appointed by the Trust Board.

The number of people who shall sit on the LGB shall be not less than three but, unless otherwise determined by the Directors, shall not be subject to any maximum.

Typically, the LGB of a CDAT academy shall have the following members:

- Foundation governors (appointed with particular reference to their Christian faith)<sup>1,2</sup>
- Non-foundation/community governors<sup>1,2,3</sup>
- 2 parent members, who shall normally be elected by the parent body but may be appointed in consultation between the CEO and LGB if no/too few parents stand for election
- The Headteacher as ex officio member
- 1 member of staff appointed following a suitable election process
- A maximum of 2 members co-opted by the LGB

<sup>1</sup> In a school that was Voluntary Aided before joining CDAT, the number of Foundation governors must be 2 greater than the total number of other governors: in a typical LGB where the headteacher, a staff member and 2 parents are governors (=4) there should be 6 Foundation governors

<sup>2</sup> In a school that was Voluntary Controlled before joining CDAT, there should typically be 2 Foundation governors and 2 non-Foundation ('community') governors, alongside the headteacher, a staff governor and 2 parent governors

<sup>12</sup> There is no assumption the incumbent will become a member of the LGB 'ex officio', recognizing that some incumbents may have more than one church school in their parish(es); however, it is clearly desirable that incumbents sit on the LGB where this is possible

<sup>3</sup> In the event of a community school joining the Trust, there would be no foundation governors on the LGB, but it would be expected that an appropriate representative of the local parish was invited to join the LGB as a non-foundation or co-opted governor. There would typically be 4 non-Foundation governors, alongside the headteacher, a staff governor and 2 parent governors

At any point the LGB must not have more than one third of the total number of its members who are employed at the academy (including the Headteacher).

The Directors (all or any of them) shall also be entitled to attend any meetings of the LGB. Any Director attending a meeting of the LGB shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the LGB.

The quorum for any LGB meeting will be 3 members or (where greater) any one third of the total number of LGB members in office at the time of the meeting providing that non-staff governors are in the majority. The LGB may also have associate members. Associate governors are appointed by the LGB and may attend and speak at meetings, but they do not count towards the quorum and do not have voting rights.

## Term of office and resignation/removal

The qualifications for being eligible to sit on the LGB are as for the Directors as set out in the articles of association, which can be found on the CDAT website. LGB members will be required to sign a form indicating their eligibility prior to appointment.

Every LGB member will be required to undertake an enhanced DBS check prior to appointment. The Board reserves the right to refuse the appointment of any LGB member based on the outcome of the DBS check.

The term of office for all governors will be 4 years except for the Headteacher, who is an ex officio member. The Chair and Vice-Chair of the LGB are typically elected annually by the LGB. However, where the school is a Sponsored academy the Chair and Vice-Chair will be nominated jointly by the LGB and CEO and agreed by the CDAT Board. Where the school is a Supported academy, the appointment of the Chair will be agreed jointly by the LGB and CEO.

Any LGB member who is elected/appointed as a parent member of the LGB and whose child leaves the academy to move on to their next stage of education may serve out their term of office.

The Headteacher and staff LGB member will no longer sit on the LGB if they no longer work at the academy.

The Board of Directors may remove any member who, in its reasonable opinion, has become ineligible to sit on the LGB as set out in the Articles or who has acted in a manner that breaches the CDAT governor code of conduct which each member is required to sign on appointment.

## Delegated Powers

Each academy is ultimately governed by CDAT, but the Trust recognises the benefits of the local skills, knowledge, autonomy and commitment required to support and challenge those who work within each academy to ensure the best outcomes for its children and young people.

This scheme sets out the decision-making levels and responsibilities for the academy. The levels may vary within the Trust depending on the situation of each academy (e.g., if it is sponsored by CDAT). This will be reviewed annually.

**CDAT reserves the right to overrule this scheme if at any point it judges the LGB is not acting in the best interests of the children and young people in the academy or ensuring that the school is acting in accordance with the values and purposes of CDAT. It is expected that this would only occur in exceptional circumstances and where possible the LGB will be given warning of any concerns.**

## Financial Arrangement – Management Fee

An agreed amount from each school's basic school budget (GAG) is retained by the Trust. This 'management fee' is retained by the Trust to allow it to provide high-quality central services. Schools retain additional funding such as Pupil Premium and PE/Sports Premium and are accountable to the Board for its use.

The starting point for calculation of a school's management fee is the number of pupils on role at the time of conversion. Typically, the management fees for different sizes of schools will be:

- Primary school with fewer than 300 pupils: 5%
- Primary school with between 300 and 500 pupils: 4%
- Primary school with 500 or more pupils: 3%
- Secondary school – by agreement, but typically expected to be around 2.5%

However, in schools where significant additional support is identified as being required, such as schools that 'require improvement', schools in an Ofsted category who have not received additional school improvement funding, schools identified in their local authority's 'causing concern' protocol or exceptionally small schools, the Trust may make an additional, reasonable and fully costed charge where no additional external funding is available and support costs are exceptionally high. Also, where there is a reduction in the level of delegation to the Local Governing Body, a proportion of the school's budget may be retained centrally to enable the Trust to carry out those functions.

## The role of the DBE

All schools that came into CDAT as Diocesan schools (VA or VC) remain part of the Diocesan family of schools, and the Trust team and Board work closely with the officers of the DBE. The CEO and Board ensure that the Trust acts at all times in line with the appropriate statutory requirements of the DBE, as laid out in the DBE Measure.

## GOVERNANCE

Responsibility	Headteacher	Local Governing Body (LGB)	CEO (and others as specified)	CDAT Board of Directors	Members
Agree and amend Articles of association					Amendments to the articles
Strategic vision of the Trust		Ensures that school's vision aligns with strategic vision of the Trust	Work with the Board to develop the overall strategic vision of the trust	Develop the overall strategic vision and monitor its implementation	
Appoint/remove Members					Members and their appointing bodies
Appoint/remove Directors				Co-opts Directors in line with Articles	The majority of Directors are appointed by the Members.
Appoint and remove LGB members	Administers the parent and staff election processes and makes recommendations if too few parents stand.	<p>Recommends appointments of Foundation (and, where relevant, non-foundation) governors.</p> <p>Arranges for the election of parent and staff LGB members and recommends appointments.</p> <p>Appoints co-opted members if required.</p> <p>Ensures LGB composition is in line with Scheme of Delegation.</p>	<p>Liaises with DBE on confirmation of governor appointments and reports new appointments termly to Board.</p> <p>Monitors effectiveness of LGBs, references LGB selfevaluation and skills audits to inform decisions about appointments.</p>		
<b>Appoint and remove LGB members (Band 2/3)</b>	<b>Where the school is in Band 3, or if the school is entering the trust in Band 2, CDAT will conduct its own audit of the quality of governance and will use this as the starting point for appointments to the LGB.</b>				
Appoint Chair/Vice-Chair		<p>Annually elects Chair and recommends appointment to the CEO</p> <p>Annually elects a Vice Chair</p>	Agrees Chair appointment and recommends to the Board	Formally approves appointment of Chair of LGBs	
<b>Appoint Chair/Vice-Chair (Band 2/3)</b>	<b>Where the school is in Band 3 the appointment of the Chair and Vice-Chair will be nominated jointly by the LGB and CEO and agreed by the CDAT Board. Where the school is in Band 2, the appointment of the Chair will be agreed jointly by the LGB and CEO.</b>				

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>	<b>Members</b>
Register of business interests	Ensures register of business interests and governor information is on the academy website  Ensure governor information is kept up to date on GIAS	Clerk to the LGB maintains register of business interests and reports any amendments to CEO.	Ensures Board and LGB information and register of business interests is maintained and published on the Trust website.	Clerk to the Board maintains register of business interests for Board members	
Safeguarding Checks	Administers DBS and Section 128 checks for all LGB members and school leaders on the leadership scale (HT, DHT and AHT)	Ensures each member of the LGB has up to date DBS and Section 128 checks and renews on any reappointment or election	Administers DBS and Section 128 checks for Board members.  Receives summary of checks for LGB members and monitors process  Ensures the Chair of the Board undertakes an enhanced DBS check as required by the Secretary of State	Monitors DBS and Section 128 compliance through safeguarding reports from CEO	
Agree and amend the scheme of delegation	Consulted on the drawing up and any amendments to the scheme for their academy.	Consulted on the drawing up and any amendments to the scheme for their academy.	Advises the Board on the delegated powers for each academy following external inspection outcomes, discussions with the LGB and the review of information gathered regarding academy effectiveness – at least through the Annual Conversation in autumn term	Delegates powers through its scheme of delegation and reviews annually. In the event that a school enters a formal category of Ofsted concern, or Requires Improvement, the Board may re-categorise the school and amend the scheme of delegation.	
Chair's Action				Board Chair can make/ratify decisions (agreed parameters) where decision is needed between scheduled meetings: this will be minuted at the next meeting	

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>	<b>Members</b>
Agree membership and terms of reference for committees		Ensures statutory committees (e.g. HTPM, Pay) are in place  Agrees terms of reference and membership of any advisory committees formed by the LGB and informs Governance Manager		Agrees terms of reference and membership of any committees of the Board	
Link governor role		Ensures that LGB has nominated link governors as statutorily required (SEND, Safeguarding)			
Meeting schedule		Ensures LGB meets in line with requirements of annual planner  Clerk sends schedule to Governance Manager	Liaises with the Chair of the Board to arrange meeting schedule of the Board and its committees and their Chairs.  Monitors meeting schedules of LGBs	Meets at least termly and sets out further meetings of Board and committees in line with statutory and operational requirements.	
Appoint clerk			Ensures that each LGB has a named clerk from the trust's chosen Governance Support Provider (Second2None)	Appoints clerk to the Trust Board and committees other than LGBs.	
Setting agendas and managing minutes.	Liaises with LGB chair on setting agendas.	Chair of the LGB sets the agenda following consultation with the Headteacher and the CEO as necessary, and in line with agreed calendar of meetings.	Informs LGB Chair and clerk of any items that must be included on any LGB agenda if required.  Liaises with the Chair of the Trust Board on setting agendas.	Chair of the Board sets the agenda consulting with the clerk and the CEO as necessary.	

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>	<b>Members</b>
Policy development and approval.	<p>Draws up academy-specific policies outside the CDAT model framework.</p> <p>Adapts model/trust wide policies with information appropriate for individual academy/school context and returns to CEO once agreed by the LGB.</p> <p>Ensures up to date policies are published on the website.</p>	<p>Approves academy specific policies.</p> <p>Receives model/trust wide policy. Agrees and approves contextual amendments proposed by the Headteacher.</p>	<p>Develops trust wide model policies for approval in line with latest statutory requirements for academy policies.</p> <p>Others as required at the discretion of the CEO.</p> <p>Monitors academy-specific policies and may override LGB approval if policies do not fulfil statutory requirements or CDAT wide values.</p>	Approves Trust wide policies.	
Equality policy and objectives	<p>Agree and publish the school's Equality Objectives; review every 4 years</p> <p>Ensure the policy is communicated and made readily available to staff, parents/guardians and visitors to the school.</p> <p>Ensure the policy is implemented and that staff are aware of their responsibilities and given appropriate training and support.</p> <p>Ensure appropriate action is taken in any cases of unlawful discrimination</p>	<p>Agree the school's Equality Objectives; review every 4 years</p> <p>Adopt the CDAT Equality policy</p>		<p>Set Trust Equality Objectives; review every 4 years</p> <p>Review Trust Equality policy annually. Ensure compliance with equality legislation and effective operation of this policy.</p>	
Evaluation		<p>Undertakes an annual self-review and/or skills audit of the performance of the LGB and reports back to the Governance Manager</p>	<p>Monitors the work/ effectiveness of the LGB.</p> <p>Solicits feedback from LGB on the performance of the Trust.</p> <p>Participates in any External Reviews of Governance required of an LGB.</p>	<p>Supports monitoring of the work of LGBs.</p> <p>Undertakes an annual selfreview of the performance of the Board and particularly its effectiveness in supporting schools.</p>	<p>Monitors the work of the Board through the AGM.</p>

## PERSONNEL

Responsibility	Headteacher	Local Governing Body (LGB)	CEO (and others as specified)	CDAT Board of Directors
CEO appointment				<p>Responsible for running recruitment process for new CEO, working with appropriate external advisors as appropriate.</p> <p>Ensures all relevant stakeholders are</p>
Appointment to Central Team			<p>CEO (and/or DOF/DOO) responsible for running recruitment process for central team staff.</p> <p>Liaise with CDAT Chair/board to confirm new appointments.</p>	<p>Involved in selection/ interview process for senior central team staff (manager/director level).</p>
CEO dismissal				<p>Ensures appropriate capability/disciplinary process followed and HR and legal advice sought and acted upon</p> <p>Negotiates and agrees any discretionary payments/ severance agreement if negotiated settlement agreed</p>
Dismissal of Central Team Member			<p>For capability/disciplinary matters, ensures appropriate process followed and HR and legal advice sought and acted upon</p> <p>Negotiates and agrees any discretionary payments/ severance agreement if negotiated settlement agreed</p>	<p>Gives final approval to any settlement agreed as part of a negotiated exit by a central team member.</p>

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>
Appointment of Headteacher (including interim roles, maternity leave and sickness absence)	Ensures any maternity leave dates, resignation or retirement notices go to the CEO as well as the Chair of the LGB.	Identifies LGB members to sit on appointments panel constituted by the CEO.  Informs CEO of any sickness absence of the Headteacher lasting more than 5 days.	Informs the Board of resignation, retirement, maternity leave or sickness absence of a Headteacher lasting more than 10 working days.  Leads recruitment process for new Headteacher, working with Chair of LGB.  Chairs the appointment panel and notifies the CDAT Board of appointment made.  For interim roles, identifies suitable candidate(s) (with external support as needed) and makes recommendations to LGB and board	Ensures that Board is represented on appointment panel to provide surety re appointments.
Senior Leadership Team Recruitment	Notifies the CEO and the LGB Chair as soon as he/she becomes aware of a potential vacancy in the Senior Leadership Team (Deputy Headteacher, Deputy/assistant head)  Liaises with the CEO and LGB in constituting a recruitment panel.	Identifies LGB members to sit on appointments panel constituted by the Headteacher and LGB Chair in collaboration with the CEO.  Jointly leads the process for filling any vacancies in the Senior Leadership Team with the Headteacher and CEO.	If there is any dispute over the appointment, the CEO will prevail (only if the appointment would be deemed to be detrimental to the academy and its pupils).	
Senior Finance Officer (e.g., SBM) Recruitment	Liaises with the CEO, Trust Finance Manager and LGB in constituting a recruitment panel.	Jointly leads the process for filling any Senior Finance vacancies with the Headteacher and CEO/DOF	Ensures Trust is represented on any interview panel.	
<b>Senior Leadership Team (including SBM) recruitment (Band 2/3)</b>	<b><i>In a school that is in Band 2 or 3, the process for the appointment of a Deputy Headteacher (or an Assistant Headteacher, if they are to be the most senior school leader after the Headteacher), will mirror the process for appointing a Headteacher and will therefore be led by the CEO.</i></b>			
<b>Senior Leadership Team (including SBM) recruitment (Band 3)</b>	<b><i>In a school in Band 3, the appointment of any teachers to a TLR post, and the appointment of a new Senior Finance Officer (e.g., SBM) will be conducted jointly, as for Deputy/Assistant Headteacher posts above.</i></b>			

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>
Requests for secondments etc.	Jointly with the LGB considers and responds to any requests for secondments/ support for other schools from staff below Deputy Headteacher level and conveys decision and rationale to CEO.	Jointly with the Headteacher, considers and responds to any requests for secondments/ support for other schools from staff below Deputy Head level, and conveys decision and rationale to CEO.	Considers and responds to any secondment/support requests involving the Headteacher or their Deputy. These requests are unlikely to be granted in supported/sponsored academies.	
Teacher Recruitment	<p>Informs CEO and LGB Chair of any resignations.</p> <p>Leads the process for filling teacher vacancies in conjunction with the Senior Leadership Team and a representative of the LGB.</p>	<p>Nominates a representative from the LGB to participate in the teacher appointment process.</p> <p>Chair ensures LGB members involved in recruitment undertake Safer Recruitment training.</p>	Provides advice and support as necessary for teacher recruitment including consideration of recommendation of staff from other academies in the Trust.	
Support Staff Recruitment	As above but an LGB member may not be required to be involved in the process.	May nominate a representative from the LGB to participate in the recruitment process if appropriate.	<p>Provides advice and support as necessary for recruitment including consideration of recommendation of staff from other academies in the Trust.</p> <p>Provides opportunities for safer recruitment training.</p>	
<b>General appointments (Band 3)</b>	<b><i>In a school in Band 3 that is receiving a very high level of support and has limited leadership capacity to recruit/make appointments, the trust/CEO may take the lead for any appointments, including teachers and support staff. Where this is the case it will be done in full consultation with the LGB Chair.</i></b>			
Decisions re. Recruitment of Staff in addition to School's Staffing Structure	<p>Discusses any requirements for additional staffing with the CEO (and DFO) and LGB Chair</p> <p>Develops amended staffing plan with agreement of CEO/DFO and LGB Chair, ensuring affordability and in accordance with HR advice</p>	Consulted regarding any proposals for increasing staffing or revising staffing structures	<p>Approves recruitment of additional staff not previously budgeted for (including staff part-funded through specific funding)</p> <p>Reports significant staffing structure changes and possible financial impact to the CDAT Board.</p>	

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>
Reductions in Staffing and related Revisions to Staffing Structures	<p>Notifies the CEO and LGB Chair as soon as possible after becoming aware that reductions in staffing may be necessary.</p> <p>Proposes a revised staffing structure with the support of the CEO and HR adviser for consultation with the LGB.</p> <p>Manages the redundancy process, supported by the CEO and HR team.</p>	<p>Consulted regarding any proposals for reducing staffing or revising staffing structures.</p> <p>Works with the Headteacher, CEO and HR Advisor in supporting the restructuring process.</p> <p>Forms panel to agree recommendations to CEO for redundancy.</p>	<p>Supports the Headteacher throughout the restructuring process and attends consultation meetings.</p> <p>Reports significant staffing structure changes and possible redundancies to the CDAT Board.</p>	
Decisions re Discretionary Payments linked to redundancy, retirement or other cessation of employment			In discussion with HR and legal team (and unions, as appropriate), approves any discretionary payments to be made to individual staff as part of agreements linked to redundancy, retirement or other cessation of employment	Approves any discretionary payments (as detailed) where size of payment is above authorisation level of CEO and/or would require ESFA approval
CEO Performance Management				Panel of 3 trustees undertake performance appraisal and salary review. Committee makes a salary recommendation to F&GP committee.
Headteacher Performance Appraisal and Salary Review		<p>HT performance Management Committee work with trust to conduct HT appraisal and to decide on any pay increase</p> <p>LGB, following advice from the CEO's appointee recommends appropriate pay increment to CEO.</p>		
Teacher Appraisal and Salary Review	Undertakes appraisal and recommends pay changes to the LGB within agreed budget.	Ensures appraisal takes place for staff and approves pay recommendations within agreed budget.	Monitors the salary review process across the Trust and sets the Trust pay policy.	Approves the Trust pay policy.

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>
Terms of Employment	Consulted regarding any proposed changes to terms and conditions of employment.	Consulted regarding any proposed change to terms and conditions of employment.	Proposes any changes to terms and conditions of employment following consultation with staff and unions and LGB.	Approves any changes to the terms of employment of Academy staff (both teaching and support).
Disciplinary and grievance procedures	<p>Notifies the CEO, LGB Chair &amp; HR Adviser as soon as possible after becoming aware of any issue that may need to be dealt with under the disciplinary or grievance procedures.</p> <p>Ensures the CDAT disciplinary and grievance procedures are followed.</p> <p>Notifies CEO that disciplinary action or suspension is being initiated.</p>	<p>Chair responsible for informing the CEO and HR Adviser if an allegation is made against the Headteacher.</p> <p>Chair ensures the CDAT disciplinary and grievance procedures are followed with support from the CEO and HR Adviser.</p> <p>Forms panels for Disciplinary and grievance hearings (except for the Headteacher) as may be required.</p>	Responsible for constitution of panels consisting of members of CDAT Board for Disciplinary and grievance hearings for the Headteacher and Appeal Hearings against the decision of LGB.	Sits on panels for disciplinary/grievance (Headteacher) and Appeal Hearings.
Capability Proceedings	<p>Manages the process set out in the CDAT appraisal and capability procedures.</p> <p>Keeps the CEO, Education Officer and LGB informed regarding the progress of the proceedings for any member of teaching or support staff.</p>	<p>Informs CEO of any capability concerns regarding the Headteacher arising from the LGB.</p> <p>Chair works with CEO on proceedings involving the Headteacher.</p> <p>Chair kept informed by the Headteacher but in such a way as to ensure that it does not 'taint' possible members of any panel.</p>	<p>Informs Chair of LGB if CEO has any capability concerns regarding the Headteacher</p> <p>Manages process set out in the CDAT appraisal/capability procedures if Headteacher is the subject.</p> <p>Keeps CDAT Board and LGB informed of proceedings without 'tainting' possible members of any appeal panel.</p> <p>Works with HR rep. and Board in the event of negotiated exit by a Senior Leader.</p>	<p>Sit on panels for final stage Capability (Headteacher) and Appeal Hearings.</p> <p>Gives final approval to any settlement agreed as part of a negotiated exit by a senior school leader.</p>

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>
Whistleblowing	<p>Along with SLT is responsible for making employees aware of this policy.</p> <p>Maintains a confidential record of concerns raised and their outcomes; reports to the LGB and CEO routinely including on those found not to require further action.</p> <p>Alongside the LGB and Trust Board, has overall responsibility for ensuring the Whistleblowing policy is managed appropriately</p>	<p>Receives reports from the Headteacher</p> <p>Alongside the Headteacher and Trust Board, has overall responsibility for ensuring the Whistleblowing policy is managed appropriately</p>	<p>Receives reports from the Headteacher.</p>	<p>Alongside the LGB and Headteacher, has overall responsibility for ensuring the Whistleblowing policy is managed appropriately</p>

## CURRICULUM & STANDARDS

Responsibility	Headteacher	Local Governing Body (LGB)	CEO (and others as specified)	CDAT Board of Directors
Quality of Education	<p>In line with the role of Headteacher, the Headteacher has overall responsibility for ensuring that the academy provides an acceptable standard of education.</p> <p>Ensures that the academy complies with trust-wide arrangements regarding teaching, learning and assessment, including tracking of pupil progress.</p> <p>Produces an up-to-date summary of the school's self-evaluation in readiness for Ofsted inspection.</p> <p>Works effectively with the Education Officer/CEO to monitor and further develop educational standards.</p>	<p>Holds the Headteacher to account for the quality of education in the school, including academic standards and the effectiveness of teaching and learning.</p> <p>Works effectively with the Education Officer and/or CEO to monitor and further develop educational standards.</p>	<p>CEO and Education Officers provide support and challenge to individual schools to ensure that each school is providing an acceptable standard of education.</p> <p>CEO and Education Officers support school improvement through trust, cluster and school level initiatives and intervention.</p> <p>CEO ensures that Board (including via Education Effectiveness Committee) are well informed about the Quality of Education in all schools across the trust, and also about the effectiveness and impact of support in Band 2/3 schools.</p>	<p>Through the Education Effectiveness Committee, receives regular reports on the quality of education in each academy.</p> <p>Ensures that the CEO and Education Officer have a clear view of the quality of education (including academic standards) within individual schools and across the trust, and that they have clear plans in place to address any weaknesses at individual school or whole trust level.</p>
Curriculum	<p>In consultation with Education Officers ensures that the school's curriculum is of a high quality and is consistent with current national and CDAT strategies and trust wide values.</p> <p>Ensures Spiritual, Moral, Social and Cultural education is embedded across the curriculum.</p> <p>Works with other academies in the Trust to develop common practices to provide consistency.</p>	<p>Approves curriculum and monitors its implementation.</p>	<p>CEO establishes the Trust's overall curriculum strategy in line with best practice and national strategy.</p> <p>CEO and Education Officer monitor curriculum implementation and facilitate professional development opportunities to support curriculum development and build consistency across the Trust.</p> <p>Where significant additional support is needed, CEO/ Education Officer may co-lead curriculum</p>	<p>Ensures that curriculum strategy is in line with the aims and distinctive nature of the Trust.</p> <p>Monitors curriculum strategy, implementation and impact across the Trust.</p>

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>
PE & Sports Premium Funding	<p>Develops a strategy for using funding and ensures that this meets statutory requirements.</p> <p>Ensures impact of use of funding is well evaluated and required reporting completed.</p>	<p>Monitors use of PE/Sport funding to ensure it complies with regulations and that identified success criteria are being met.</p> <p>Ensures that report of use of funding is published as statutorily required.</p>	<p>Ensures funding is delegated to schools.</p> <p>Monitors that funding is being used appropriately.</p> <p>With Education Officer, supports schools looking to develop a combined strategy to using funding.</p>	
Academy Development	<p>Draws up a draft School Development Plan (working with CEO/Education Officer) to submit to the LGB.</p> <p>Ensures that budget aligns with school development plan.</p> <p>Monitors the ongoing actions of the plan with the CEO and provides regular reports to the LGB.</p> <p>Undertakes regular academy self-evaluation and reports to LGB and Education Officer.</p> <p>Sets challenging targets for assessment outcomes and achievement with the Education Officer.</p> <p>Works with fellow Headteachers, the CEO and Education Officer to develop trust-wide improvement plans, and ensures school participates fully in related activities.</p>	<p>Agrees Academy Development Plan and targets following advice from Education Officer and Headteacher.</p> <p>Monitors the ongoing plan and takes action as necessary.</p> <p>Contributes to academy self-evaluation.</p> <p>Monitors self-evaluation and progress towards targets and takes action as necessary.</p> <p>Supports trust-wide improvement plans and initiatives.</p>	<p>Reports regularly to the Board on development across the Trust about standards and performance of each academy.</p> <p>Informs Board if monitoring indicates concern about the academy.</p> <p>Works with Education Officer, school leaders and external stakeholders to develop, implement and monitor trustwide improvement plans and initiatives.</p>	<p>Monitors developments and improvements across the Trust, at school and Trust level, and takes action as necessary.</p>

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>
Church School distinctiveness	<p>Ensures church school distinctiveness is part of self-evaluation and the Academy Development Plan.</p> <p>Ensures that school has an up-to-date and suitable self-evaluation against the SIAMS framework</p> <p>Ensures a distinctively Christian act of collective worship takes place daily</p> <p>Provides for good quality religious education that fulfils the Church of England statement of entitlement.</p>	<p>Ensures the vision and ethos of the academy is consistent with the distinctive Christian vision of CDAT.</p> <p>Monitors worship, RE and the Church academy ethos and takes action as necessary.</p>	<p>Develops a Trust wide RE and worship policy.</p> <p>Monitors the distinctiveness of each academy and reports any areas of concern to the Board.</p> <p>Ensures that all schools receive support and challenge in preparation for SIAMS inspection.</p>	<p>Approves Trust wide policies on RE and Collective Worship.</p> <p>Ensures that CDAT's Christian vision informs policy development and decision making.</p> <p>Monitors the church academy distinctiveness across the Trust and takes action as necessary.</p>

## WELFARE

Responsibility	Headteacher	Local Governing Body (LGB)	CEO (and others as specified)	CDAT Board of Directors
Safeguarding (including Prevent)	<p>Ensures a senior qualified Designated Safeguarding Lead has been appointed and that their training is current and at the appropriate level.</p> <p>Ensures all staff and LGB members receive regular safeguarding and prevent training as set out in the CDAT safeguarding policy.</p> <p>Reports regularly to the LGB on safeguarding matters.</p> <p>Notifies the LGB Chair, CEO and HR adviser immediately of any allegation made against a member of staff.</p> <p>Appoints a designated member of staff for Looked After Children.</p> <p>Ensures that the school has a complete and compliant Single Central Record using the trust's chosen template/system</p> <p>Undertakes DBS checks for all staff, LGB members and volunteers.</p>	<p>Responsible for safeguarding in the academy by implementing and monitoring the effectiveness of the academy's safeguarding and child protection policies.</p> <p>Appoints one of its members as the named governor to liaise with the Headteacher regarding safeguarding matters.</p> <p>Chair or designated governor liaises with Headteacher in arranging regular safeguarding training for all members.</p> <p>Monitors Single Central Record and ensures it is up to date.</p>	<p>Ensures each academy has appointed DSL and Looked After Children, lead and link governors.</p> <p>Makes arrangement for safeguarding audits and reports the outcomes to LGBs in detail and in summary to the Board.</p> <p>Informs the MAT Board of any safeguarding allegation raised in respect of the Headteacher, any member of the Senior Leadership Team or any other key employee of the Academy and takes action as necessary.</p> <p>Monitors compliance with all statutory safeguarding regulations</p>	<p>Has overall responsibility for ensuring that safeguarding policies are implemented across the Trust and that it is satisfied that procedure and practice are compliant with those policies.</p>
Special Educational Needs	<p>Designates a SENCO and ensures that the designated SENCO receives (a) any mandatory training and (b) designated time to carry out their duties.</p> <p>Ensures compliance with the Equality Act.</p> <p>Reports to LGB and Education Officer on achievement of SEND pupils.</p>	<p>Appoints governor responsible for SEND and inclusion.</p> <p>Monitors implementation of SEND policy and achievement of pupils with SEND.</p> <p>Ensures that school is meeting all statutory obligations with regards to SEND.</p>	<p>Through the education officer, monitors outcomes for SEND pupils and reports any concerns to the Board.</p> <p>Ensures each academy is compliant with current legislation.</p>	<p>Receives reports of any concerns re. outcomes for children with Special Educational Needs and takes action as necessary.</p>

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>
Pupil Premium	<p>Implements Pupil Premium Policy.</p> <p>Develops plan for the use of pupil premium to be submitted to the LGB</p> <p>Monitors the impact of pupil premium and amends plan as necessary. Reports to the LGB.</p> <p>Publishes Pupil Premium Plan on the website</p>	<p>Appoints a governor responsible for pupil premium.</p> <p>Approves pupil premium policy and plan.</p> <p>Monitors impact of pupil premium.</p> <p>Ensures statutory information regarding pupil premium is published on the academy website.</p>	<p>Monitors impact of pupil premium across the Trust and reports any concerns to the Board.</p>	<p>Receives reports of any concerns re. outcomes for Pupil Premium children and takes action as necessary.</p>
<b><i>Pupil Premium (Band 3)</i></b>	<b><i>When working with a school in Band 3 that has joined CDAT as a sponsored academy, CEO ensures that any Pupil Premium review recommended by Ofsted is undertaken and liaises with Headteacher and LGB to implement recommendations.</i></b>			
Behaviour and attendance	<p>Reports on pupil absences and develops procedures to continually improve attendance.</p> <p>Works with statutory agencies (e.g., local authority) to improve attendance/tackle non-attendance.</p> <p>Implements appropriate behaviour strategies and reports regularly on behaviour to the LGB.</p> <p>Informs CEO immediately of any serious behavioural incidents (e.g., those leading to, or likely to lead towards fixed-term or permanent exclusions)</p> <p>Ensures CDAT exclusions policy and procedures are followed.</p>	<p>Agrees academy attendance policy and targets.</p> <p>Monitors levels of attendance and takes action as necessary.</p> <p>Agrees academy behaviour policy following CDAT model and guidelines.</p> <p>Monitors behaviour in the academy.</p> <p>Constitutes panel to review exclusions as required by the CDAT exclusions procedures and statutory guidance.</p>	<p>Monitors attendance and exclusions across the Trust and reports to the Board.</p> <p>Ensures behaviour, attendance and exclusion policies comply with current best practice guidelines.</p> <p>Supports Headteacher in setting up independent review panels.</p>	<p>Monitors attendance and exclusions across the Trust and takes action as necessary.</p>

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>
Educational Visits	<p>Ensures that school has an Educational Visits Co-ordinator who has received suitable training</p> <p>Ensures that all required documentation, including risk assessments, is completed prior to an Educational Visit, in line with statutory guidance</p>	Monitors provision for Educational Visits, ensuring that all statutory requirements are met	<p>Receives copies of relevant EV records and provides advice/support for schools as required.</p> <p>Ensures schools are all complying with best practice and statutory requirements for Educational Visits.</p>	

## ACADEMY ORGANISATION & ENGAGEMENT

Responsibility	Headteacher	Local Governing Body (LGB)	CEO (and others as specified)	CDAT Board of Directors
Term dates and academy hours	Proposes term dates, inset days and opening hours based on local context and other provision in the area to LGB.  Reports agreed term dates, inset days and opening hours to CEO.	Agrees term times, Inset days and opening hours, in line with statutory requirements.	Monitors across the Trust and reports any issues to the Board.  At the CEO's discretion designate one mandatory Inset day for some or all CDAT schools.	
Admissions	Ensures admissions procedures are followed.	Agrees admissions policy based on current regulations and requirements of CDAT/DBE and in accordance with the admissions code.  Submits draft policy to CEO in the autumn term and prior to any consultation.  Undertakes statutory consultation process.  Ensures appeals procedures follow statutory requirements.	Ensures all admission policies are compliant and academies use an appeals service that fulfils statutory requirements.  Advises Board of admissions policy of schools joining and any amendments thereafter.  Takes a strategic lead on school organisational issues (e.g., changes to PAN or school age-range), in consultation with school, liaising with RD as required.	Approves any applications to RD for changes to a school's PAN or age range.  Ensures that any changes to admissions arrangements are in line with the requirements of the DBE Measure.
Stakeholder Views	Gather staff, pupil and parent voice across the year and report to LGB and CEO.  Produce an action plan to respond to outcomes of audits and report on progress to LGB and stakeholders.	Consider the outcomes and monitor progress of actions.	Carry out staff voice surveys, identifying strengths, weaknesses and focus areas – e.g. CPD needs  Report trends and actions to schools and Board  Consider outcomes of surveys carried out by schools, supporting with remedial action as needed.	Receive CEO reports and Monitor actions.

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>
Information Management	<p>Ensures publication of statutory information on the school website and GIAS.</p> <p>Maintains accurate and secure pupil and staff records.</p> <p>Ensures compliance with data protection legislation in the academy.</p> <p>Ensure that all staff have received appropriate, regular and relevant GDPR/information management training.</p> <p>Reports any potential GDPR/data protection breach to DPO.</p> <p>Writes and implements remedial action plan following any such potential breach.</p>	<p>Ensures effective implementation of data protection policies and procedures.</p> <p>Following any GDPR/data protection brief, monitors implementation of remedial action plan.</p> <p>Ensures secure systems are in place.</p> <p>Ensures that statutory information is published on the school website.</p>	<p>Sets standards for information security, privacy, data protection and freedom of information for CDAT.</p> <p>Ensures compliance with data protection legislation across all academies.</p> <p>Maintains accurate and secure staff records for the CDAT central functions.</p> <p>Ensures registration with the Information Commissioner's Office is up to date.</p> <p>Monitors academy websites across the Trust to ensure statutory information is included.</p> <p>Works with DPO to address any potential GDPR/data breaches at school and/or Trust level.</p>	<p>Approves data protection policy and monitors procedures at Trust level.</p> <p>Ensures Trust has suitable DPO in place and receives regular reports/updates from DPO regarding GDPR and data protection compliance.</p>

## PREMISES

Responsibility	Headteacher	Local Governing Body (LGB)	CEO (and others as specified)	CDAT Board of Directors
Health and Safety	<p>Has day-to-day responsibility for ensuring that the school is a safe and healthy working environment for staff and pupils.</p> <p>Draws up site specific health and safety procedures in conjunction with H&amp;S advisor.</p> <p>Ensures suitable risk assessments for the school site and activities are in place and regularly reviewed, and appropriate actions taken.</p> <p>Ensures that staff are appropriately trained (e.g., site managers) and that training is kept up to date.</p> <p>Ensures that health &amp; safety documentation is maintained as appropriate.</p> <p>Monitors the accident book and agrees appropriate actions.</p> <p>Reports immediately to the LGB and CEO any serious incidents.</p> <p>Reports compliance with health &amp; safety systems termly to the CEO.</p> <p>Ensures that all required health and safety checks are carried out in a timely manner and by suitably qualified professionals.</p>	<p>Appoints a governor with responsibility for Health and Safety.</p> <p>Supports the headteacher in ensuring that the school is a safe and healthy working environment for staff and pupils.</p> <p>Approves site specific procedures.</p> <p>Monitors the effectiveness of health and safety policy and procedures.</p> <p>Undertakes annual site inspections with a senior member of staff.</p> <p>Ensures compliance with all required health and safety checks.</p>	<p>Appoints suitably skilled and qualified specialist Health and Safety (H&amp;S) advisor to work across the trust.</p> <p>Supports H&amp;S advisor in developing and implementing trust wide H&amp;S policy</p> <p>Develops a health and safety reporting framework and central monitoring system to provide the Board with positive assurance of compliance.</p> <p>Ensures adequate insurance cover is in place.</p> <p>Monitors health and safety procedures across the Trust.</p> <p>Reviews academy risk assessments and reports health and safety performance to the Board.</p> <p>Ensures that health and safety performance is considered in all building maintenance contracts and ensures compliance is monitored during works.</p>	<p>Monitors health and safety compliance and concerns through regular reports from the CEO and checks on the timeliness and effectiveness of the Trust's response to any health and safety issues/incidents.</p> <p>Approves insurance arrangements.</p> <p>Approves Trust Health and Safety policy.</p>

Responsibility	Headteacher	Local Governing Body (LGB)	CEO (and others as specified)	CDAT Board of Directors
Maintenance	Works with appropriate professionals (e.g. H&S consultants, building consultants) to draw up a Premises Maintenance programme within CDAT guidelines that is costed, and the expenditure built into the budget forecast.  Reports plan to the CEO and LGB.	Approves plan and monitors its implementation.	Monitors the premises maintenance programmes across the trust's schools.  Works with Headteachers and LGBs to develop a trust-wide approach to premises/buildings maintenance that secures optimum value for money.	Receives reports from the CEO on the premises maintenance programme and makes necessary adjustments to ensure financial viability while maintaining good-quality learning environments.
Capital Work	Works with building consultants to identify capital needs and to ensure that the school has a buildings development plan.  Works with building consultants and CEO to recommend projects to LGB.  Works with consultants and CEO to ensure that good quality funding applications are submitted to ESFA for grant-eligible projects	Appoints building consultants with approval of Board, and works with CEO to identify and appoint suitable CIF project consultants  Agreed building development plan to be submitted to board.  Agrees projects to be recommended to CEO.	Develops Good Estates Management Strategy (GEMS), based on suitable building condition information  Where trust is eligible for CIF, ensures suitable CIF project consultants are selected and appointed (in consultation with schools) through a fair process; where trust is not CIF-eligible, ensures that School Condition Allocation (SCA) funding is used to meet GEMS priorities  Reports on academy building development plans and funding applications to Board.  Approves school's funding applications to the ESFA in line with agreed building plan.	Approves academy building development plans.  Monitors development of GEM Strategy and approves use of CIF/SCA funding  Monitors capital work across the trust
Minor Building work using DFC	Identifies areas of need that may be covered by DFC for submission to LGB	Approves expenditure of DFC, consulting with CEO where DFC expenditure requires further school contribution.		
<b>Minor Building work using DFC (Band 3)</b>	<b><i>In schools in Band 3, CEO will work with Headteacher to identify potential areas covered by DFC and must ratify LGB's approval of use of DFC.</i></b>			

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>
Lettings/use of school facilities	Ensures that clear policy is in place for all lettings/use of school facilities by other parties, operating on a minimum cost recovery model unless otherwise agreed with the CEO	Approves any use of school facilities by other parties  Ensures that any additional insurance arrangements required for third-party use are in place.	Maintains a strategic overview of use of premises and approves and regularly reviews cost/charging models in place in individual schools.	

## FINANCE

Responsibility	Headteacher	Local Governing Body (LGB)	CEO (and others as specified)	CDAT Board of Directors	Members
General	<p>Operates compliant financial processes within the Academy.</p> <p>Maintains adequate operational and internal controls in line with the CDAT Financial Procedures and Policy Manual.</p> <p>Maintains full, accurate and up to date records in order to provide financial and statistical information</p>	<p>Ensures there are adequate operational controls in place for all the financial processes within the academy with reference to the CDAT Financial Procedures and Policy Manual.</p>	<p>Recommends to the Board appropriate levels of delegation based on the current circumstances of the Trust.</p> <p>Ensures the Financial Scheme of Delegation is operated in conjunction with Financial Regulations.</p> <p>Ensures the financial procedures reflect the scheme of delegation.</p>	<p>Approves the scheme of delegation which includes its financial powers and duties to its Trustees and Academies.</p> <p>Approves CDAT Financial Procedures and Policy Manual.</p> <p>Approves the amount to be retained from the academy budget to cover services provided centrally.</p>	
Risk Management		<p>Ensures that the school complies with Trust's risk management policy.</p>	<p>Ensures Trust's Risk Register is regularly updated in line with the risk policy and reported to the board.</p>	<p>Oversees risk management processes to ensure diligent management of risks</p>	
Operating leases and licenses	<p>In liaison with Trust Finance Team, may sign off any licenses/operating leases of maximum 12 months duration, where there is no option to secure better value for money through trust-wide purchasing</p>	<p>Responsible for ensuring that any licenses required are in place at either school or trust level</p>	<p>Ensures that schools are informed of any centrally held licenses, and that these are renewed as required.</p> <p>Gives approval for any operating leases/ licenses at school level of over 12 months duration.</p>	<p>Monitors (through F&amp;GP Committee) that spending on operating leases etc. is providing best value</p>	

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>	<b>Members</b>
Audit	<p>Ensures full, accurate and up to date records are kept and available for audit.</p> <p>Takes any action required by reports from the internal or external auditors.</p>	<p>Informs the CEO if it suspects any irregularity affecting resources or if concerns about the ability to sustain a balanced budget or concerns about meeting the agreed budget for the year.</p>	<p>Ensures each academy is audited as required and procedures for internal/external audit followed.</p> <p>Ensures any actions, agreed by the Board following reports on internal and external audit, are carried out.</p> <p>Provides the Board with informed assurance of compliance with CDAT procedures and the terms of the Funding Agreements and Academy Trust Handbook.</p>	<p>Recommends external auditors to the Members.</p> <p>Receives the reports and supplementary information given by the external auditor and ensures action is taken as necessary.</p> <p>Approves the audited financial statements prior to submission to the Secretary of State by 31 December.</p> <p>Agrees annual internal audit plan.</p> <p>Receives reports on internal audit and agrees any necessary action. Monitors resolution of actions.</p> <p>Informs the ESFA if it suspects any irregularity affecting resources.</p>	<p>Appoint the External Auditor</p>

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>	<b>Members</b>
Budgets/Budgetary control	<p>Prepares an annual draft budget plan for consideration by the LGB before the start of the relevant financial year.</p> <p>Ensures that draft budget is supported by a 3-year financial plan.</p> <p>Monitors expenditure and income against the approved annual budget and submits regular reports on the school's financial position to the LGB.</p> <p>Complies with Authorisation levels as outlined in appendix to Scheme of Delegation.</p>	<p>Submits the annual academy budget and supporting 3-year plan for formal approval by the Trust by agreed date prior to the start of financial year.</p> <p>Complies with Authorisation levels as outlined in appendix to Scheme of Delegation.</p> <p>Monitor the effectiveness of financial controls in the academy and holds the Headteacher to account for financial performance.</p> <p>Considers budgetary reports on the academy's financial position, taking appropriate action to contain expenditure within the overall budget and reporting to the Board.</p> <p>Reports to the CEO all significant financial matters and any potential overspend on the overall annual budget at the earliest opportunity.</p>	<p>Oversees the preparation of the draft financial statements for each academy prior to audit.</p> <p>Ensures that each academy has submitted an annual budget by agreed date prior to the start of each financial year supported by a 3-year financial plan.</p> <p>Monitors income and expenditure from individual academies and the centre and makes regular reports to the Board.</p> <p>Complies with Authorisation levels as outlined in appendix to Scheme of Delegation.</p> <p>Manages CDAT central spending and reports this to the Board.</p> <p>Ensures that an annual budget for the trust's central spending, supported by a 3-year financial plan, is prepared for presentation to the Board by 1 July each year.</p>	<p>Approves academy budget for submission to the ESFA by 31 July, in line with ESFA requirements.</p> <p>Considers budgetary control reports for each academy's accounts with relevant explanations and documentation where required.</p> <p>Complies with Authorisation levels as outlined in appendix to Scheme of Delegation.</p> <p>The chair to review management accounts monthly and the board to receive them at least six times per year.</p>	
<b><i>Budgets/Budgetary control (Band 2/3)</i></b>	<b><i>In a school in Band 2 or 3, the CEO and CDAT Board reserve the right to amend the size of quotations and contracts, approval of under/overspends and approval of use of reserves that is delegated to the Headteacher and LGB. If these amounts are altered, this will be set out in writing when the school joins the Trust and will be reviewed regularly, and no less than annually, in line with the school's ongoing financial performance.</i></b>				

Responsibility	Headteacher	Local Governing Body (LGB)	CEO (and others as specified)	CDAT Board of Directors	Members
Income and security of Assets	<p>Ensures arrangements for collection of income &amp; security of assets in accordance with CDAT financial policy/procedures.</p> <p>Ensures proper security for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc. under his/her control.</p> <p>Ensures that all income is accurately accounted for and is promptly collected and banked intact.</p> <p>Ensures suitable insurance cover is in place and notifies the CEO of anything that could affect these insurance arrangements.</p> <p>Maintains an asset register of all items of furniture, equipment, vehicles and plant valued at over £500, including all ICT equipment.</p> <p>Authorises the write off of debts not collectable and the disposal of equipment and materials surplus to requirements, unusable or obsolete in line with Authorisation levels in appendix to Scheme of Delegation.</p>		<p>Authorises the write off of debts not collectable and the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete in line with Authorisation levels in appendix to Scheme of Delegation.</p> <p>Maintains a permanent and continuous asset register of all items of furniture, equipment, vehicles and plant held centrally.</p> <p>Ensures that adequate insurance cover is in place for each academy.</p>		

<b>Responsibility</b>	<b>Headteacher</b>	<b>Local Governing Body (LGB)</b>	<b>CEO (and others as specified)</b>	<b>CDAT Board of Directors</b>	<b>Members</b>
Purchasing and Contract Management	<p>Ensures ordering of goods and services and making of payments are in line with ESFA and Trust policies and agreed levels of authorisation</p> <p>See Section 9 of CDAT Financial Handbook</p> <p>Ensures that 2 comparable, recorded oral quotations are secured for delegated purchases between £1,000 &amp; £4,999; that 3 comparable written quotations are secured for delegated purchases of over £5,000, and that for purchases over £10,000 clear tender criteria are produced</p> <p>Copies of all quotations or information obtained to be attached to the order on the finance system.</p> <p>Ensures fairness in purchasing and payment procedures, so that orders are not artificially combined/split to circumvent authorisation levels</p>	Oversees appropriate use of school budget on purchase of delegated items	Ensures that central-Trust and larger school purchases and contracts comply with ESFA and Trust policies and agreed levels of authorisation	Has oversight of all school and Trust budgets, ensuring policies and procedures have been followed and authorisation levels adhered to	

## APPENDIX – AUTHORISATION LEVELS

Delegated Duty	Value	Delegated Authority
Ordering Goods and Services for delegated items	Up to £1,000	School Business Manager <sup>^</sup> (if delegated)
	Up to £10,000	Headteacher
	£10,000 to £20,000	CEO
	Over £20,000 or any non-delegated item	CDAT Board
Signatories for cheques	Up to £1,000	Any 2 signatories in accordance with bank mandate
	£1,000 to £5,000	2 signatories including Headteacher
	£5,000 to £30,000	Headteacher and CEO
	Over £30,000	CEO and Board Member
Authorisation of Bankline payments (BACS and other bank transfers)	Up to £1,000	Headteacher/School Business Manager <sup>^</sup>
	Up to £20,000	Headteacher
	Over £20,000	CEO
Signatories for ESFA grant claims and ESFA returns		Two signatories (or as required by ESFA) from: <ul style="list-style-type: none"> <li>- Headteacher</li> <li>- School Business Manager (or equivalent)</li> <li>- Nominated Governor</li> <li>- CDAT CEO</li> </ul>
Approval of in-year overspend of budget headings (for delegated items) within overall annual budget	Up to £2,000	Headteacher
	£2,000 to £10,000	CFO
	Over £10,000 and below £25,000	CEO
	Over £25,000	CDAT Board
Approval of use of school's reserves	Up to £10,000	Headteacher, in consultation with CFO
	Over £10,000 and below £30,000	CEO
	Over £30,000	CDAT Board
Disposal of assets/write off of bad debts (subject to limits set by ESFA that require ESFA approval)	Up to £1,000	School Business Manager <sup>^</sup> (if delegated)
	Up to £5,000	Headteacher
	£5,000 to £20,000	CEO
	Over £20,000	CDAT Board
Acceptance of quotations, including authority to accept other than lowest quotation.	£2,000 to £10,000	Headteacher
	£10,000 to £20,000	CFO
	£20,000 to £50,000	CEO
	Over £50,000	Appropriate tender process required, CDAT Board approval
<b><i>In a school in Band 2 or Band 3, the CEO and CDAT Board reserve the right to amend the size of quotations and contracts, approval of under/overspends and approval of use of reserves that is delegated to the Headteacher and LGB. If these amounts are altered, this will be set out in writing when the school joins the Trust and will be reviewed regularly, and no less than annually, in line with the school's ongoing financial performance.</i></b>		
Granting or take up of any leasehold or tenancy agreement		CDAT Board

<sup>^</sup>The Headteacher may choose to request delegation of authority for amounts up to £1,000 for the School Business Manager in these areas:

- Ordering Goods and Services for delegated items
- Disposal of assets/write off of bad debts (subject to limits set by ESFA that require ESFA approval)
- Delegation of authority must be requested by the Headteacher, in writing, to the CEO.