



THE ALLIANCE
MULTI-ACADEMY TRUST

Scheme of Delegation

Version 5.0

Approved By: Board of Trustees

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Responsibility for Review: Board of Trustees

Introduction

The Alliance Multi-Academy Trust TAMAT (“the Trust”) operates the TAMAT family of academies. It is a company limited by guarantee and is an exempt charity which means that although it has the responsibilities that are placed upon charities it is not required to be registered with the Charity Commission or file documents there. The Trust is constituted under Articles of Association which set out the purposes (“Objects”) and powers of the Trust and how these are to be exercised. The Objects cannot be changed although they can be added to with the approval of the Secretary of State and the Charity Commission. The Objects are: -

- (a) to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum and which shall include:
 - (i) Academies other than those designated Church of England, whether with or without a designated religious character; and
 - (ii) Church of England academies designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship, and in having regard to any advice and following any directives issued by the Diocesan Board of Education

but in relation to each of the Academies to recognise and support their individual ethos, whether or not designated Church of England.

- (b) Subject to the trusts upon which the site of the Academy is held, to promote for the benefit of the inhabitants of the areas in which the Academies are situated the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

1. Members, the equivalent of shareholders in a commercial limited company, and
2. Trustees who are the directors of the company and who together comprise the Trust Board (“TB”) and who report and are accountable to the Members. The TB has overall responsibility for the operation of the academies. It delegates functions that are specific to the individual academies to committees – known as Local Academy Boards (“LAB”) and it delegates certain of its functions that relate to the Trust as a whole to other committees of the TB. The Executive Team (“ET”) is made up of the Chief Executive Officer (“CEO”), the Chief Financial Officer (“CFO”), the Compliance Officer (“CO”) and the Head from each school. The CEO, CFO and CO have delegated responsibility for the day to day operation of the Trust. The Head of each academy school, who reports to the CEO, has delegated responsibility for the operation of their individual academy school.

In addition, the TB may appoint additional members of committees (“AM”) on such terms as it thinks appropriate. This can be particularly important when bringing local expertise and knowledge from each school into committees. Such members may be permitted to vote but no vote may be taken unless a

majority of those attending the meeting at which the vote is taken are Trustees. This document sets how those various responsibilities are delegated and how the various constituent parts of the Trust are required to operate. Appendix 1 shows the delegation process for a range of decisions that arise.

Members

Composition: Five members, two of whom are appointed by Guildford Diocese Educational Trust (GDET).

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 be wound up – that is the “guarantee” implied by the term “company limited by guarantee”.

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

1. To appoint and remove Trustees (except for the Diocesan appointed Trustees)
2. To maintain the Membership and to appoint new and replacement Members
3. To approve any proposed changes to the Articles of Association
4. To receive the annual accounts of the Trust
5. To hold Trustees to account for upholding the objects of the Trust and through the ET for delivering the mission and vision of the Trust.

There will be a minimum of two meetings a year between members and trustees to enable members to meet these duties.

Trustees

The Trustees are the non-executive directors of the Trust and are in certain respects the equivalent of governors in a local authority-maintained school. As company directors their duties are to: -

- act within their powers.
- alongside the Executive team to set the strategy, ethos, culture, and vision of the trust
- promote the success of the company (which in these terms means the promotion of the educational charitable objects 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
- ensure compliance with safeguarding, legal, finance and health & safety regulations
- ensure that trust strategy is responsive to the views of parents, carers and the communities served by the schools within TAMAT
- hold the CEO to account for the overall performance of the Trust

Conflicts of Interest

Trustees and all who have delegated responsibility such as local academy governors and local academy leaders are required to ensure that no conflict of interest arises and, if such a conflict arises, to take steps to manage such conflict effectively. They are required to disclose and declare any business interests. The current Articles provide: -

“Any [Trustee] who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his duties as a [Trustee] shall disclose that fact to the [Trustees] as soon as he becomes aware of it. A [Trustee] must absent himself from any

discussions of the [Trustees] in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy Trust and any duty or personal interest (including but not limited to any Personal Financial Interest).”

A “Personal Financial Interest” is defined in Articles 6.5 to 6.9 and is widely drafted to include companies in which the Trustee has an interest as well as interests of family members and those with whom the Trustee has business or other close relationships

In addition, all Trustees and those with delegated responsibility are required to observe the Nolan Principles which are: -

1. Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so to gain financial or other material benefits for themselves, their family, or their friends.

2. Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

3. Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

4. Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

5. Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

6. Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

7. Leadership

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

1. Ensuring clarity of vision, ethos, and strategic direction.
2. Holding the Chief Executive Officer 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.

Trust Board

Composition: Nine Trustees, six of whom are appointed by the Members and three appointed by GDET.

No Trustees should be Members of the Trust or directly employed by the Trust. They should not be Chairs or Vice Chairs of the LABs.

The appointments are set against specific skill requirements of:

Strategy, Education, Curriculum, Finance, Human Resources, Safeguarding, Health & Safety, IT, Marketing, and Inclusion

Quorum: Five Trustees

Meetings: At least three each year convened on seven clear days' notice except in emergency as determined by the Chair

Main Responsibilities:

- Decide upon major strategic and legal aspects such as:
 - Establish a new academy
 - Discontinue or merging existing ones
 - Dispose of land otherwise for operational letting or hire purposes
 - Maintenance and development of the school estates including capital projects. Where this involves a church school, this will require consent of trustees as set out in the Church Supplemental Agreement.
 - Amend the Articles of Association
- Adopt the strategic plan against the vision and priorities for the Trust, which will be linked to individual strategic plans for each academy
- Procurement requiring the publication of UK Tendering Service
- Procurement of any contract with a value more than £30,000
- Approve the overall budget for the Trust, which will be a consolidated budget of all academy budgets and the central budget
- Approve the percentage of funds held by the Trust for central services and expenditure against it
- Approve the annual accounts of the Trust
- Ensure that all regulatory requirements are met including compliance with all audit requirements
- Monitor impact of MAT via Trust Portfolio structure

- Recommend appointment of Members and Trustees in consultation with GDBE in relation to appointments which they make
- Ratify the Appointment of Local Academy Board (LAB) Chairs & Vice Chairs
- Liaise with GDBE in matters relating to any church schools in the Trust.
- Ensure a consistent approach to trustee and governor continuous professional development
- Evaluate pupil achievement, staff performance and professional development through benchmarking across the trust and with local and national data
- Ensure compliance with safeguarding and health & safety regulation
- Hold the CEO to account for the overall performance of the Trust and all academies within it through appraisal with three trustees supported by the trust school improvement partner
- Approve all policies that the Trust by law is required to maintain. All central policies to originate from the Executive Team (ET). See Appendix 2.
- Determine each year the scheme of delegation and handbooks, including approving the membership of all committees following consultation with the ET and local academy boards. In the case of Holy

Trinity, this shall be done in consultation with GDBE.

- Ratify admission arrangements for each academy. In the case of any church school, this shall be done in consultation with GDBE.
- Establish arrangements for independent appeals against refusals to admit pupils to an academy
- Establish arrangements for independent appeals panels to review permanent exclusions
- To review the trust's internal scrutiny arrangements and agree a programme of internal control.
- To take ownership of the trust's financial sustainability and assess the trust's ability to continue as a going concern.
- Appointment of:
 - CEO (5 trustees on panel in consultation with the Diocesan Board of Education & Trust Improvement Partner)
 - CFO (2 trustees & CEO)
 - Head (2 Local academy governors, 2 trustees and the CEO on panel) supported by the Trust Improvement Partner & DBE in relation to HTPS.
- To assess the risks arising from the Trust's operations including the likelihood and materiality of each risk, regularly reviewing the Trust's risk register.
- To review staffing structure and impact of the CBT
- To review and action HR reports from CBT
- To discuss the financial implications of HR issues
- To review asset management plans for each school in the trust
- To review and agree any capital grant bids
- To monitor spend against capital grants (non-CIF) to ensure best value is being achieved.
- To monitor significant building projects to ensure the project specification is being met, to the required timetable and within budget

Each term the Trust Board will meet twice; one meeting will have an education focus and one meeting will have a business focus.

Pay Committee of the Trust Board

Composition: 3 Trustees

Quorum: three trustees

Meetings: annually

Chair: to be elected from the 3 Trustees

Invitees: Academy Heads, CEO and CFO

(as appropriate)

- Implement the Pay Policy for 2020-21, with reference to staffing from the Executive Team and Central Business Team. If the Committee feels it to be appropriate, any matter may be passed to the full Trust Board for ratification.
- Achieve the aims of the Pay Policy 2020-21 in a fair and equitable manner within statutory and contractual obligations.
- Apply the criteria of the Pay Policy 2020-21 in determining the pay of each member of the Executive Team and or Central Business Team.
- Ratify the decisions of local pay panels as presented by the CEO
- Recommend to Trust Board the annual budget needed for the payment of specified staff.

Appeals Committee

Composition: 3 Trustees (separate trustees from Pay Committee)

Quorum: three trustees

Meetings: as required

Chair: to be elected from the 3 Trustees

The Trust Board will convene an appeals committee of three trustees where TAMAT Policies require.

They should not have been involved in the initial decisions in relation to the appeal. The TB reserves the right to include an independent expert from outside of the Trust Board if it deems this necessary.

Areas which could be covered under an Appeals Committee are:

- Pay
- Permanent Exclusions
- Staff Behaviour including dismissal
- Parental Complaints (Stage 4)

Chair's Emergency Powers

The Chair, or in the absence of the Chair the Vice-Chair, may take such action as the Chair may, acting reasonably, 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 as the Chair may think fit 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 TB in the time necessary to protect such interests. The Chair (or Vice Chair in their absence) of Trustees should inform the Chair of Members as soon as possible after action has been taken.

Local Academy Board

Composition: minimum of 8 governors (1 Head as ex-officio, at least 1 staff governor, 2 elected parent governors and at least 4 co-opted governors)

Quorum: four local governors

Meetings: termly (with admin and strategy meetings in addition)

Chair & Vice Chair: to be elected every two years by governors from the LAB and ratified by the Trust Board

TAMAT values *subsidiarity* and therefore the vital role that Local Academy Boards play in making sure that decisions are taken at a level closest to those affected by those decisions. It intends to fully utilise the skills and experience of local governors and leaders in ensuring that every child receives the very best education. The LAB is a committee of the Trust Board with delegated responsibility for strategically assessing the continual improvement of the academy's educational outcomes.

The role of the LAB is to act as the leadership's "Critical Friend". The LAB will keep local oversight of educational outcomes, health and safety, local policy implementation and safeguarding. Budget setting will remain the overall responsibility of the Trust Board, however the LAB must agree a balanced budget at academy level either using accumulated reserves or through a TAMAT Loan.

For clarity, as regards Ofsted, the LAB will be the body that provides local governance for the school.

Composition:

- The Chair & Vice-Chair of the LAB will be appointed by local governors, but the decision will be ratified by the Trust Board. They will serve a two-year term of office and can serve a maximum of two terms.

- There will be a minimum of two elected parent academy governors and a minimum of one elected staff academy governor with the Head of each academy school as ex-officio. In addition, there will be a minimum of four other non-staff governors to enable each LAB to carry out monitoring against the milestones within each School Development Plan. For Holy Trinity, non-staff governors should include foundation governors in the proportions set out in Article 101B of the Articles of Association.
- All LABs will have common terms of reference to allow consistent reporting (see the LAB Handbook)
- There will be an agreed annual cycle of LAB meetings set within the Trust calendar.

Delegated responsibilities:

- To monitor effectively and consistently, using all the TAMAT portfolios (Curriculum, Achievement, Community, Finance and Safeguarding) and reporting as appropriate
- Work with the Headteachers and leadership of the school to establish the vision and strategic direction of the academy, which aligns to TAMAT's vision and strategy
- Arranging election of elected governors of the LAB in accordance with the Articles of Association and as set out in this Scheme of Delegation. In the case of Holy Trinity, liaison with GDBE.
- To monitor the academic and pastoral performance of the academy and thereby hold senior leaders to account
- To agree the School Development Plan (SDP) and to monitor its implementation
- To ensure that self-evaluation processes are robust and accurate
- To monitor all aspects of the curriculum and curriculum delivery within the Academy
- To monitor all aspects of SEND and the provision for vulnerable groups
- To ensure that ring-fenced funds, including Pupil Premium and Sports Grants, are used for the purposes intended and that they provide good value for money
- To ensure that safeguarding procedures including safer recruitment and the prevent strategy meet all legal requirements and are consistent with current legislation and DfE/legal advice
- To undertake termly H&S Audits with the CO and receive Health & Safety and Premises updates
- To monitor pupils' attendance, behaviour, and any exclusions
- To monitor all aspects of readiness for inspection, including SIAMS inspection, in the case of Holy Trinity
- To monitor the provision of a daily act of collective worship and teaching of religious education in all Academies in line with relevant statutory requirements
- To ensure the Academy has a process to manage continuous professional development of Academy leaders, teachers, support staff & governors
- To receive staffing information from the Head as part of their HT Report.
- To agree and recommend annually to the Trust Board a balanced, local academy budget aligned to the School Development Plan and staffing structure presented by the Headteacher
- To review, monitor and approve Academy specific policies and procedures delegated to the Academy by the TAMAT Board
- To maintain and regularly review a local Risk Register
- To attend regular meetings between the Central Business Team, Headteacher and Trustees as required

Academy Pay Committee

Composition: 3 (CEO and three non-staff governors) Quorum: 3

Meetings: bi-annually

Chair: CEO

Invitees: Academy Head

- To review the HT Report on Pay Awards for all staff and make sure it follows the procedures set out in TAMAT's Pay Policy.
- Achieve the aims of the Pay Policy 2020-21 in a fair and equitable manner within statutory and contractual obligations
- To quality assure the evidence to support decisions for at least three members of teaching staff and three members of support staff.
- To be assured that decisions are robust for those staff where pay awards have been withheld; accelerated beyond one point or where teachers have applied to move into the upper pay scale or band.

Below are summaries of the roles and responsibilities of the Executive Team ('ET') (see Appendix 4)

Chief Executive Officer (Lead)

- Provide strategic and operational leadership of the Trust
- Work with the Members & Trustees to establish the vision and strategic direction of the Trust
- Be accountable to the Trust for standards and finance within the Trust, holding the schools in the Trust to account for these areas
- Manage the Trust to achieve its goals and build the Trust's reputation within the wider community.
- Constantly encourage an ethos of high expectations and achievement for every child/young person within the Trust and a culture of personal responsibility and professional self-review and development in all Trust employees
- Deliver the requirements of the Accounting Officer as set out by the Education and Skills Funding Agency and within the Academy Trust Handbook
- Reporting termly to the Trust Board against the key performance indicators
- Oversee the Central Business Team to ensure all central trust policies are compliant and up to date
- Work alongside the Central Business Team to ensure that delivery of day to day operation of the trust is efficient and appropriate
- Line manage the Academy Heads, CFO and CO

Academy Head

- Provide strategic and operational leadership of the academy
- Work with the LAB to establish the vision and strategic direction of the academy
- Be accountable to the LAB for standards of education within the academy
- Manage the day to day operation of the academy to achieve its goals and build its reputation within the community
- Ensure the unique ethos and values of the academy are upheld
- Develop a culture of personal responsibility and professional self-review in all academy employees
- Report termly to the LAB against the key milestones within the SDP
- Managing the budget for the Academy and working with the CFO to recommend a budget

- Ensure all local academy policies are compliant and up to date
- Ensure all trust policies are actioned at local level

Chief Financial Officer

- Provide financial leadership of the Trust regarding business operations
- Secure financial probity and value for money including compliance with the Academy Trust Handbook
- Prepare, maintain, and ensure compliance with the Trust's Financial Policy to include the communication of monthly management accounts to the Chair of Trustees and analysis with the Finance Trustee
- Prepare the budget for the Trust, including allocation of funds for centrally maintained services, determining envelope of funding allocated to individual academies
- Report termly to Trust Board at business focussed Board Meetings
- Alongside the HT from each academy and local finance governor, undertake a monthly review of the academy management accounts
- Alongside the HT from each academy and finance trustee, set the annual budget for each academy for approval by the Trust Board
- Work with the CEO, Heads and Trustees to establish the operational direction of the Trust
- Ensure all TAMAT Financial & HR Central Policies are compliant and up to date (see Appendix 2 for a list)
- Support the Heads in all aspects of financial matters
- Ensure academy HR is well managed in line with agreed processes, with the support of the Trust's outsourced HR partner
- Line Manage the Office Managers from each academy and Central Admin

Compliance Officer

- Ensure all academies comply with relevant Health & Safety, fire safety and premises security requirements, reporting to the Trust Board and the local academy boards via the H&S governor
- Submit and oversee all Capital Investment Projects
- Develop and maintain a Trust Contracts Register
- Develop a programme of procurement activities aligned with the Trust Strategic Plan
- Work with the Executive Team and academies to identify opportunities for collective purchasing and the pursuit of best value for money
- Ensure all TAMAT Central Policies are compliant and up to date (see Appendix 2 for a list)
- To act as Data Protection Officer (DPO) to the Trust, reporting to the CEO
- To line manage the Site Managers / Caretakers from each school as well as the central governance admin and Company Secretary

Appendix 1

Decision Matrix

The master decision matrix is detailed below. Granular understanding of the procedures that sit behind decision making can be found in individual policies set out in Appendix 2.

A = Accountable = The Board / Committee/person(s) answerable for the decision

R = Responsible = The Board / Committee/person who will complete the task

C = Consult = The Board / Committee /person(s) who are consulted about the decision

I = Inform = The Board / Committee / person(s) who are informed about the decision

*In relation to HTPS or other church schools

	Scheme of Delegation	Members	Trust Board	Business Committee	Pay Committee	Local Academy Board	Diocesan Board of Education	Chief Executive Officer	Central Business Team	Academy Head
1.1.	Strategy and Vision of Trust including setting of key performance indicators and milestones	I	A			C	I*	R	C	C
1.2	Admission of new academies into Trust	I	A			I	C*	R	C	C
1.3	Entering into Funding Agreements for new academies		A			I	I	C	R	I
1.4	Entering leases or other legal arrangements on behalf of the Trust including Acquisitions			A		I	C*	C	R	I
1.5	Articles of Association agree, review and amend	A	R			C	C*	C	C	C
1.6	Appointment and removal of Members	A and R	C			I	C*	C	I	I
1.7	Appointment and Removal of Trustees	A and R	C			I	C*	C	I	I

	Scheme of Delegation	Members	Trust Board	Business Committee	Pay Committee	Local Academy Board	Diocesan Board of Education	Chief Executive Officer	Central Business Team	Academy Head
1.8	Establish and review Trust Governance structures annually		A and R			C	I*	C		C
1.9	Establishing and approval of terms of reference for Trust Committees		A and R			I		C	C	I
2.0	Appointment / removal of Chair and Vice Chair of Trust		A and R			I	I	C	I	I
2.1	Appointment of Trust Committee Chairs		A and R			I		I	I	I
2.2	Appointment / removal of Co-opted Trust members		A and R			I		C	I	I
2.3	Agreement of annual schedule of business for Trust Board		A					R	R	
2.4	Approval of Terms of Reference for LABs		A and R			C	I*	C	C	C
2.5	Recruitment procedures for LABS		C			A	C*	I	R	C
2.6	Appointment of LAB governors (parents & staff to be elected)		I			A	A*	I		R
2.7	Ratify Appointment of Chair of LAB		A			R	I*	C		R
2.8	Ratify Appointment of Vice Chair of LAB		A			R	I*	I		R
2.9	Removal of Chair or Vice Chair of LAB		A and R			C		C		C
3.0	Removal of LAB governors		I			A	C*			R
3.1	Appoint and remove Clerk to the Board of Trustees and LAB		A and R			C		C		C

	Scheme of Delegation	Members	Trust Board	Business Committee	Pay Committee	Local Academy Board	Diocesan Board of Education	Chief Executive Officer	Central Business Team	Academy Head
3.2	Agreement of annual schedule for LAB		A			C		C	R	C
3.3	Authorised to approve / amend organisational scheme of delegation		A			C	C*	R	C	C
3.4	Register of all business and pecuniary interests for Members, Trustees, Governors, and publication on website		A			C		C	R	I
3.5	Entering, or withdrawing from, a formal partnership		A			C		R	C	C
3.6	Making changes of significance to provision of any school in the Trust, for example, age range		A			C	C*	C	I	R
3.7	Authorised to approve / amend Members Handbook	C	A				C	R	C	
3.8	Authorised to approve / amend Trust Board Handbook	C	A				C	R	C	
3.9	Authorised to approve / amend LAB Handbook		A			C	C*	R	C	C

	Scheme of Delegation	Members	Trust Board	Business Committee	Pay Committee	Local Academy Board	Diocesan Board of Education	Chief Executive Officer	Central Business Team	Academy Head
4.1	Approval and monitoring of Trust targets for educational standards		A			I		R		C
4.2	Approval and monitoring of Academy Targets for educational standards		I			A		C		R
4.3	Approval and monitoring of Trust targets for quality of teaching and learning		A			I		R		C
4.4	Approval and monitoring of Academy targets for quality of teaching and learning		I			A		C		R
4.5	Approval and monitoring of Trust targets around student and staff wellbeing		A			I		R		C
4.6	Approval and monitoring of Academy targets around student and staff well-being		I			A		C		R
4.4	Post-Ofsted Academy Action Plan sign off		C			A	I*	C		R
4.5	Academy Curriculum: planning, implementation and review		I			C		C		A and R
4.6	Academy term dates		I			A		C		R
4.7	Length/organisation of Academy day		I			A		C		R
4.8	Fixed term exclusions		I			I		C		A & R
4.9	Fixed Term Exclusion Appeals		I			A		C	R	C
4.9	Permanent exclusions		C			C		C		A & R
5.1	Permanent Exclusion appeals		A			I		C	R	C
5.2	Admissions Arrangements		A			C		R	R	R
5.3	Admission appeals		I			I		A	C	R

	Scheme of Delegation	Members	Trust Board	TB Business	Pay Committee	Local Academy Board	Diocesan Board of Education	Chief Executive Officer	Central Business Team	Academy Head
6.1	Completion and approval of annual report, annual accounts, and reports to funding and regulatory bodies	I	A			I		C	R	I
6.2	Completion and submission of other accounting returns to maintain compliance			A				C	R	
6.3	Completing annual and periodic financial reports to Board and/or DfE (including income/expenditure, cash flow, projections)			A				C	R	
6.4	Authorised to complete PAYE returns			I				A	R	I
6.5	Authorised to complete VAT returns			I				A	R	
6.6	Approval of Internal financial regulations in accordance with DfE / ESFA requirements			A				C	R	
6.7	Assurance over adequacy of systems of internal financial control			A				C	R	I
6.8	Charging and Remission Policy			A		I		C	R	C
6.9	Appointment of internal auditors, and response to Audit reports		A					C	R	
6.10	Appointment of external auditors	I	A					C	R	
7.1	Approving of Lettings Policy			A		I		C	R	
7.2	Investigating issues of financial irregularity		A	R				C	C	C

	Scheme of Delegation	Members	Trust Board	Business Committee	Pay Committee	Local Academy Board	Diocesan Board of Education	Chief Executive Officer	Central Business Team	Academy Head
7.3	Approval of budget for Trust		A	R				C	R	C
7.4	Approval of budget for the Academy		A	R		C		C	R	R
7.5	Receipt and review of management accounts for each academy					C		C	R	A
7.6	Receipt and review of consolidated management accounts			C				A	R	
7.7	Approval of Trust central budget and academy contributions to the Trust			A				C	R	C
7.8	Authority to spend outside of budget (see appendix 5 for limits)		A			C		R	R	R
7.9	Ensuring that all procurement processes and resulting contracts and agreements conform with the financial procedures			A				C	R	C
8.0	Placing orders for goods and services within financial limits for schools							C	A	R
8.1	Placing orders for goods and services within Trust financial limits							A	R	
8.2	Authorisation of Payments on receipt of invoice in accordance with internal policy (refer to Appendix 5)							A	R	A
8.3	Purchasing - authorised to create vendors on accounting system								A & R	
8.4	Approval to borrow money (note, consent of ESFA would be required)			A				C	R	
8.5	Cash flow management, Treasury and investment decisions			A				C	R	C
8.6	Approval of applications for Purchasing Cards			I				C	A & R	C

	Scheme of Delegation	Members	Trust Board	Business Committee	Pay Committee	Local Academy Board	Diocesan Board of Education	Chief Executive Officer	Central Business Team	Academy Head
8.7	Open a bank account and approve signatories			I				A	R	C
8.8	Payroll - administration							A	R	C
8.9	Establishing policy and procedures for Trustees and staff to claim expenses			A				C	R	C
9.0	Control account reconciliation							C	A & R	
9.1	Write-off bad debts in line with agreed controls and policy			A				C	R	C
9.2	Management of capital projects in accordance with agreed financial procedures			A		C		C	R	C
9.3	Establish and maintain Asset Register in accordance with financial procedures			A				C	R	C
9.4	Ensure the disposal of assets complies with agreed controls			A				C	R	I
9.5	Management of Trust risk; establish register, review and monitor			A				C	R	I
9.6	Management of Academy risk; establish register, review and monitor			A		R		I	I	C
9.7	Ensure appropriate insurance arrangements are in place to protect the assets of the Trust			A				C	R	C

	Scheme of Delegation	Members	Trust Board	Business Committee	Pay Committee	Local Academy Board	Diocesan Board of Education	Chief Executive Officer	Central Business Team	Academy Head
10.1	Approval of overall staff establishment for the Trust with reference to the Equality Policy			A				R	C	
10.2	Approval of staffing establishment for individual Academy in the Trust			I		R		A	C	R
10.3	Authorised to increase Academy Headcount within existing staffing budget			I		C		C	C	A & R
10.4	Job Description sign off and agreement of terms of employment including appropriate grading for Academy based staff					C		A	R	R
10.5	Authorised to agree/vary employment Terms and Conditions for academy staff							A	R	R
10.51	Authorised to agree / vary employment terms and conditions for Executive Team		A&R			I		C	C	C
10.6	Appointment of CEO		A and R			I	C		C	C
10.7	Appointment of CFO			A				R		C
10.8	Appointment of Heads		A and R			R	C*	R		C
10.9	Appointment of Deputy Heads		I			A		C		R
11.0	Appointment of another Senior Leaders		I			A		C		R

	Scheme of Delegation	Members	Trust Board	Business Committee	Pay Committee	Local Academy Board	Diocesan Board of Education	Chief Executive Officer	Central Business Team	Academy Head
11.1	Appointment of other Teaching Staff			I		C		I		A and R
11.2	Appointment of Support Staff			I		I				A and R
11.3	Approve recruitment processes and ensure compliance with policy			A		C		R	R	R
11.4	Signing of employment contracts							A	R	A
11.5	Annual approval of pay policy, including pay awards & points		A		R	I		R	C	R
11.6	Determination of pay ranges							A	R	C
11.7	CEO remuneration		A		R			C		
11.8	Academy Head remuneration		A		R	C		R		C
11.9	CBT Appraisal and subsequent remuneration				A			R	C	
12.0	Teaching staff objective setting and performance appraisal							C		A & R
12.1	Support staff objective setting and performance appraisal							C	R	A & R
12.2	Performance management appeals Academy Executive Team		A and R					C		C
12.3	Performance Management appeals all staff					A and R		C		C
12.4	Handling of all pension matters (teachers and associate staff)			A					R	C
12.5	Approval of Trust employment policies			A				C	R	C

	Scheme of Delegation	Members	Trust Board	Business Committee	Pay Committee	Local Academy Board	Diocesan Board of Education	Chief Executive Officer	Central Business Team	Academy Head
12.6	Approval of formal restructure plans		A			C	C*	R	C	R
12.7	Approval of severance or redundancy agreements		A			I		R	C	R
12.8	Authority to issue warnings or other disciplinary measures to academy staff except dismissal					I		C	C	A & R
12.9	Authority to issue warnings or other disciplinary measures to Executive and Central Team except dismissal		I			I		A&R		
12.9	Authorisation of settlement agreements		A and R			C		C	C	C
13.0	Suspension of academy staff		I			C		C	I	A & R
13.1	Reinstatement of academy staff		I			C		C	I	A & R
13.2	Dismissal of academy staff		I			A		C	I	R
13.3	Dismissal, suspension, reinstatement of CEO		A and R			I	I			I
13.4	Dismissal, suspension, reinstatement of Officers and Executive Team		A and R			I		R		I
13.5	Stage 4 Appeals		A and R			C		C		C
13.6	To establish premises development and maintenance plan for each academy			I		A		C	R	C
13.7	Ensuring compliance of health and safety practice throughout Trust meeting legislative requirements			A		I		C	R	C

13.8	Critical incident planning			A		C		C	C	R
13.9	General monitoring and action plans in relation to safety of sites including buildings condition			I		A		I	R	C

Appendix 2

Policies maintained by TAMAT requiring Trust review and adoption

Note: all Trust Policies are initiated by the CEO in consultation with the Executive Team. As all staff are employees of TAMAT, it is important to have agreed central policies for finance and staffing. Curriculum policies are only centralised when Heads have agreed a common set of procedures for an area across TAMAT.

*Statutory Policies for Academies

<https://www.gov.uk/government/publications/statutory-policies-for-schools>

TAMAT CENTRAL POLICIES

- Adverse Weather
- Anti-Fraud, Corruption & Bribery
- Appraisal
- Asset Management
- Attendance Management*
- Bullying & Harassment*
- Central Funding & Appeals
- Charging and Remissions *
- Complaints *
- Data Protection *
- Disciplinary & Capability *
- Discretionary
- Equality *
- Equal Opportunities in Employment *
- Finance*
- Freedom of Information Scheme *
- Giving References
- Grievance *
- Handbook (Member)
- Handbook (Trustee)
- Handbook (Local Governor)
- Health & Safety *
- Lettings
- Positive Touch
- Recruitment and Selection
- Redundancy & Restructuring
- Register of Business interests (Members, Trustees and ET) *
- Reserves
- Risk Management
- Scheme of Delegation *
- Special Leave
- Staff Code of Conduct *
- Trustee & Governor allowances*
- Whistleblowing*
- Pay Policy*

Statutory policies and procedures requiring local academy oversight

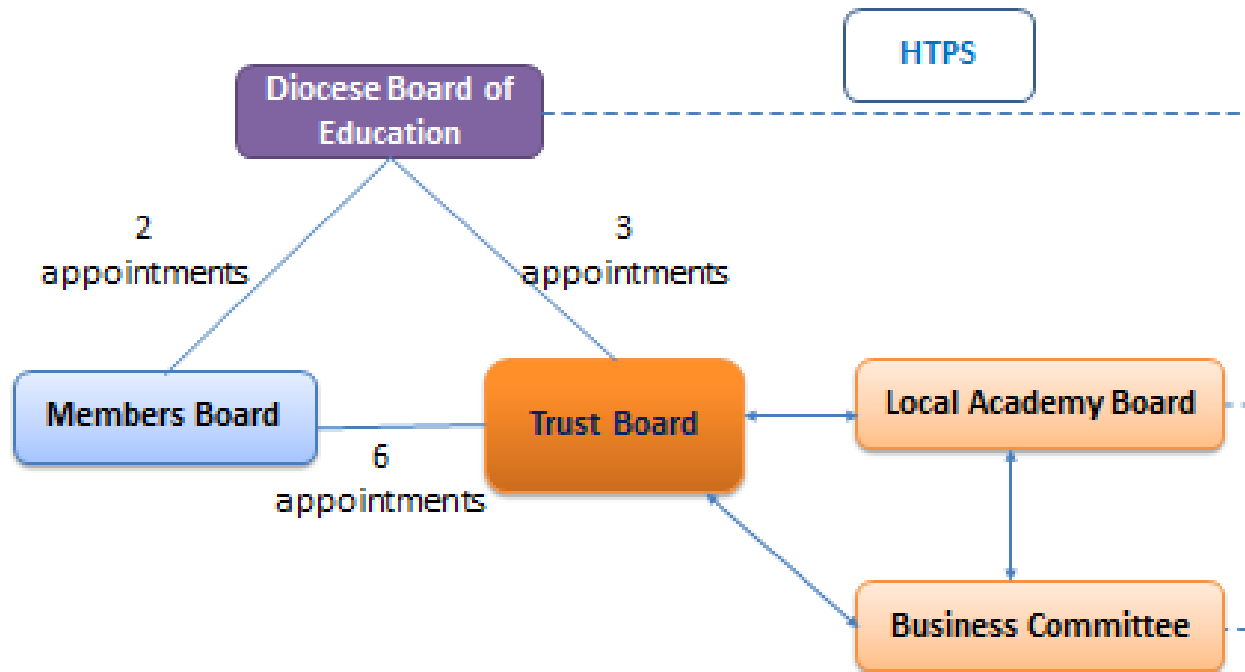
- Accessibility Plan *
- Admissions Arrangements *
- Anti-Bullying
- Behaviour *
- Single Central Record *
- Child Protection & Safeguarding *
- Early Years *
- Emergency Plan *
- Home School Agreements *
- Register of Business Interests (for local governors and school senior leaders – clerk to action)
- Register of pupils' attendance *
- School Information on Website *
- Relationships & Sex Education *
- Special Educational Needs *
- Early Career (Teachers) Policy*
- School Exclusion Policy*
- Supporting Pupils with Medical Needs

Non-statutory policies and procedures to be decided on by each local academy

- Acceptable Use
- Display
- Collective Worship
- On-line Safety
- Governor Visits
- Home Learning
- Marking & Feedback
- Nutrition
- Subject and Curricular Policies
- Teaching & Learning
- Uniform
- Use of Photographic Images

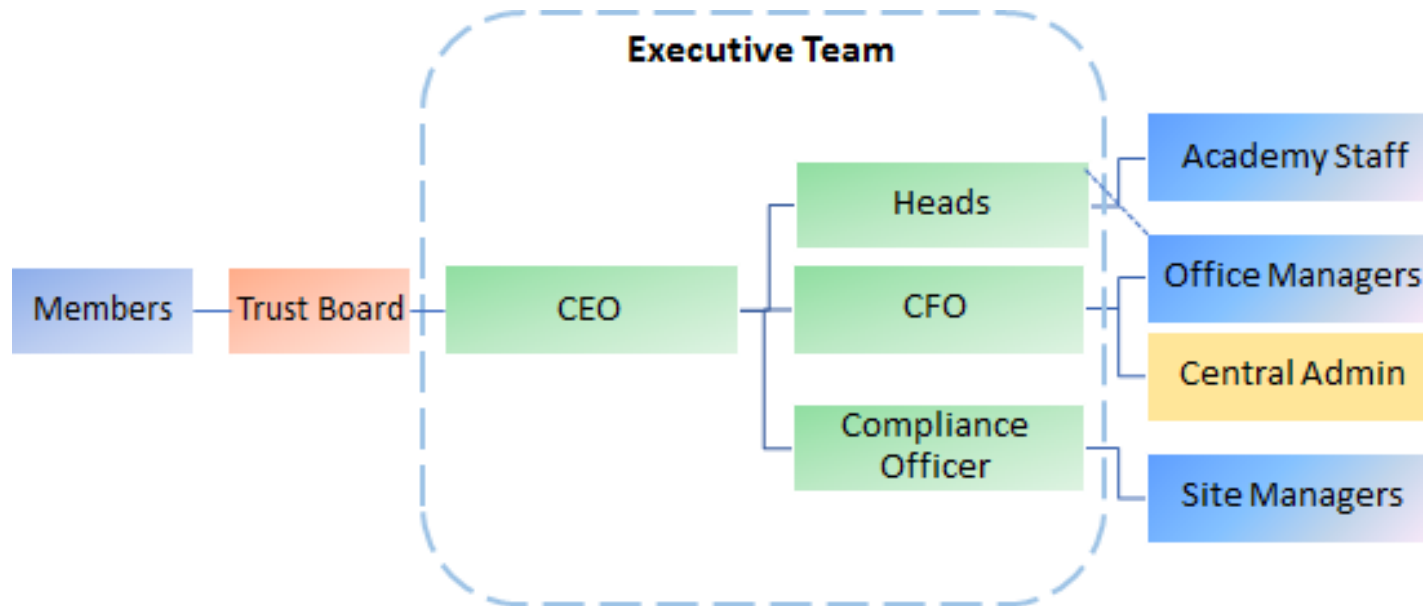
Appendix 3

Governance Structure



Appendix 4

Operational Structure



Appendix 5

Financial Limits and Education Skills & Funding Agency Delegations

Authorisation Limits

These limits are taken from the Financial Regulations that were approved by the Board:

Expenditure Limits within budget

Head & CFO	up to	£5,000		
CEO	from	£5,001	to	£30,000
Trust Board	from	£30,001		

Cheque Signatories (School Funds)

One signatory	up to	£500		
Two signatories (and all staff reimbursement)	from	£501	to	£30,000

Expenditure Limits outside budget

Head & CFO	up to	£2,000		
CEO (central) & LAB (local)	from	£2,001	to	£5,000
Trust Board	from	£5,001		

Writing Off Bad Debts

Head & CFO	up to	£500		
CEO	from	£501	to	£3,000
TB	From	£3,001		

Disposal of Assets

Head	up to	£100		
CEO or CFO	from	£101	to	£500
Trust Board	over	£500		

Other Limits

Mileage Allowances	HMRC			
Petty Cash	£20	per transaction		
Safe Cash Limit	£1000			

Ordering

Three competitive quotations	from	£3,000	to	£30,000
Trust Board	over	£30,001		