

Scheme of Delegation

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1. Introduction

- 1.1. **The Boleyn Trust** (referred to herein as the “**Trust**”) was established on 21 November 2016. The Trust is a multi-academy trust capable of operating and maintaining a number of academies (each an “**academy**” and together the “**academies**”).
- 1.2. The Trust is both a company limited by guarantee and an exempt charity, regulated by the Secretary of State for Education, who acts as the Headteacher regulator.
- 1.3. The Trust’s constitution and its charitable objective is set out in its Memorandum and Articles of Association (“**Articles**”).
- 1.4. Trustees have an overriding duty to act freely and in the best interest of the Trust and the academies at all times.
- 1.5. The purpose of this Scheme of Delegation is to provide operating clarity as to the roles, responsibilities, and authority of those who contribute to the governance and oversight of the academies and the Trust itself. This Scheme of Delegation is subsidiary to the Articles, the Funding Agreement(s), and all schools/academies legislation.
- 1.6. The Trustees reserve the right (in their absolute discretion) to review and alter this Scheme of Delegation and the level of delegated responsibility at any time and will be formally reviewed for its effectiveness at least every two years.
- 1.7. The Effective Date of this Scheme of Delegation is 1 September 2023.

2. Accountability: Governance and Management Structures

- 2.1. The Trust is a company limited by guarantee. It has no shareholders. The highest tier of oversight is provided by the “**Members**” who, through general meetings, are the guardians of the Trust, its purpose and welfare. Each Member’s liability is limited to £10 and, in view of the limited liability and therefore scope for accountability, they have limited governance and no day-to-day management responsibilities. Members cannot be employees.
- 2.2. The next tier of oversight is provided by the “**Trustees**”. Trustees are appointed by the Members to whom they report. They are trustees for charity law purposes and also company Trustees are appointed directors registered with Companies House. The Trustees are personally responsible for the actions of the Trust and the academies and are accountable to the Members, the Secretary of State for Education, and the wider community for the quality of the education received by all pupils of the academies and the expenditure of public money. The Trustees are required as trustees and pursuant to the Funding Agreement(s) to have systems in place through which they can assure themselves of the quality, safety, and good practice of the affairs of the Trust. The Trustees meet as a board of Trustees, generally known as the “**Trust Board**”.
- 2.3. All Trustees have the same responsibility to act in the best interests of the Trust and the academies, irrespective of any other role they may undertake within the academy.
- 2.4. The Trust Board will oversee the management and administration of the Trust and the academies run by the Trust and herein delegates authority and responsibility to others. The Trust also appoints an appropriately qualified Clerk.
- 2.5. The main delegation will be:

- > to “**Trust Board including Committees**” of the Trust Board, who will act either in a permanent capacity or a temporary capacity where the terms of delegation will be determined by the Trustee Board.
- > to the “**Chief Executive Officer**”, who will be responsible for the day-to-day management of the Trust and the academies. The Chief Executive Officer will be appointed by the Trust Board and report directly to it.
- > to an “**Academy Local Governing Body**” for each academy to undertake elements of the Trustee Board’s role of strategic direction and oversight at a local level. Each Academy Local Governing Body is accountable to the Trust Board in relation to any matter delegated to it. The duties, responsibilities and authorities of each Academy Local Governing Body may vary between academies as determined by the Trust Board in consultation with the Chief Executive Officer.
- > to the “**Executive Team**” which is the executive management arm of the academy trust. They operate under the leadership and direction of the Chief Executive Officer and consists of the Deputy CEO (Director of Primary), the Chief Finance and Operating Officer and the MAT Finance Specialist. The Executive Team work directly with the staff in each academy to ensure that the required outcomes are achieved in accordance with the direction and vision of the Trust Board. There are three discreet teams that work closely together:
 - > the “**Central Services Team**” who particularly focus on areas covered by the Academy Trust Handbook and is led by the Chief Finance and Operating Officer. This team ensure strong support and challenge to Academies and their teams to ensure rigorous compliance and high expectations in terms of effective and efficient strategies for management of finances, HR, legal, procurement and estates management, all areas of compliance including health and safety, IT and IT security, data protection, risk management, and talent management.
 - > the “**Education Team**” who particularly focus on ensuring a high quality of educational provision in each Academy and is led by the Directors of Primary and Secondary respectfully. This includes devising and implementing effective and efficient strategies to manage continuous improvements for students in the quality of teaching, behaviour and attitudes, personal development, and welfare, including safeguarding.
 - > to the “**Headteacher**” (**includes Executive Headteacher**) through the formal delegation of powers from the Trust Board through the Executive Team. The operation of each academy will be managed by a named Headteacher or Executive Headteacher. The duties, responsibilities, and authorities, of a Headteacher, may vary as between academies as determined by the Chief Executive Officer in consultation with the Trust Board. A Headteacher will report to the Director of Primary or Director of Secondary respectfully.

3. The role of the Members

3.1. The role of the Members is laid out in the Articles and in company law. Their role is that of guardians of the constitution, ensuring the charitable object is fulfilled and to conduct oversight of the Trust Board. Members have limited governance and no day-to-day management responsibilities.

3.2. The Members’ key responsibilities are:

- > to ensure the Objects of the Trust are met.
- > to receive the Annual Report (prepared by the Trustees) at a General Meeting of the Trust.
- > to review the annual accounts and formally adopt these, provided they are content with the Trustees' report.
- > to appoint the Trust's auditors.
- > to determine the Trust's constitution by adopting the company's Articles.
- > to exercise either a direct power under the Articles or a statutory power; and
- > to appoint and remove Trustees (noting any powers delegated by the Members to the Trust Board to make such appointments and removals).

3.3. Notwithstanding any provision of the Articles, the Members have formally delegated to the Trustees the power and responsibility to appoint and remove Trustees, and such appointments will be ratified at the next General Meeting of the Members. Any removal by the Trust Board of a Trustee appointed or ratified by the Members can only be undertaken by majority vote in general meeting or by written resolution of a majority of the Members.

4. The role of the Chair of the Trust Board

4.1. The Chair of the Trust Board ("**Chair**") has a fundamental role in leading the business of the Trust and as a fulcrum between the Trustee Board and the Chief Executive Officer.

4.2. The Chair is first amongst equals but has no defined individual power (except in an emergency).

4.3. The specific tasks and responsibilities of the Chair include but are not limited to the following:

- > to ensure the Trust Board provides a strategic focus to the Trust and its academies.
- > to manage the business of the Trust Board to ensure it undertakes its duties efficiently and effectively in and between board meetings.
- > to build, develop and meld the Trustees into an effective team, taking account of recruitment, succession, and the professional development needs of the Trustee Board.
- > to work in partnership with the Chief Executive Officer, developing a professional relationship, providing appropriate encouragement, challenge, and support.
- > to promote a culture of robust evaluation and continuous improvement across the Trust striving to drive up standards everywhere.
- > to ensure the Trustee Board meets all its legal requirements by working closely with the clerk to the Trustee Board; and
- > to represent the Trust to key external partners, the media and the public when required.

5. The role of the Trustees and the Trust Board

5.1. The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust.

5.2. The Trust Board will set the strategic direction of the Trust, maintain legal oversight, monitor all activities, assess the performance of the academies and establish & review material policies and practices governing the life of the academies.

5.3. The specific tasks and responsibilities of the Trust Board are as follows:

- > to set a balanced budget.
- > to determine the vision and ethos of the Trust whilst acknowledging the uniqueness of each individual academy and the needs of the communities they serve.
- > to, in conjunction with the Chief Executive Officer, develop a strategic plan for the Trust

and to ensure the effective communication of that plan so it can be implemented across the Trust and in all the academies.

- > to establish and maintain the academies (including considering expansion of the Trust by taking existing schools into the Trust or opening new schools).
- > to determine and ensure the implementation of material policies and procedures which it is intended will achieve a consistently high standard of education and financial prudence across all areas of the Trust.
- > to make or ratify suitable appointments of individuals who serve or will serve on the Academy Local Governing Bodies, including removing such individuals who fail to fulfil the expectations of the role.
- > to approve the overall Trust budget and the budgets of each academy, having regard to any recommendations of the Finance Committee which will be responsible for conducting a thorough review of all budget proposals.
- > to formally appoint the Chief Executive Officer.
- > to ensure there is an effective risk management strategy in place.
- > to provide challenge and support to the Chief Executive Officer and through him to the academies.
- > to set goals and undertake the performance management of the Chief Executive Officer.
- > to ensure that the Chief Executive Officer is effectively overseeing the objectives and outcomes of each of the academies.
- > to ensure that the Trust IT strategy is effective and efficient and robustly secure.
- > to oversee the delivery of the benefits that collaborative working, common approaches and common systems will bring across the academies.
- > to oversee the performance and delivery of any service provided by the Trust to the academies.
- > to ensure proper advice is available to the Trust in relation to legal and compliance matters.
- > to ensure that the Trust operates effective health & safety systems and procedures (including safeguarding).
- > to ensure appropriate performance management systems are in place and are effective across the Trust and are accompanied by relevant programmes for the professional development of all staff.
- > to regularly review and receive:
 - > a high-level overview on safeguarding, this will include a Trust overview of how safeguarding is monitored across academies and ensuring that support and challenge from Directors is robust.
 - > a high-level overview of Health and Safety across the Trust; and
 - > the KPIs from the academies, which will cover student attendance, exclusions, leavers, and public examination data, along with a short analysis as appropriate.
- > Through established committees:

Finance, Audit and Risk Committee

- > to ensure there are robust financial systems and procedures in place that are adhered to by the Trust and each academy (using periodic internal audits to provide such assurance).
- > to ensure a comprehensive risk management framework and appropriate risk management strategies are put in place and maintained across the Trust.
- > to ensure internal Audit is effective in identifying areas for improvement.
- > to ensure estates management is effective and ensures all academies are environments conducive to good educational provision and safe for staff and students; and
- > to ensure procurement services ensure good VfM is achieved, and economies of scale are realised wherever possible.

We refer you to Principle 1: Membership, independence, objectivity and understanding of the HM Treasury Handbook:

- > The Audit and Risk Committee should be independent and objective; in addition, each member should have a good understanding of the objectives and priorities of the organisation and of their role as an Audit.
- > Risk Assurance Committee member. For this reason, the Chair of the Trust will not be present of any Audit and Risk agenda discussions.
- > Employees of the trust should not be audit and risk committee members, but the accounting officer and Chief Finance and Operating Officer should attend to provide information and participate in discussions.
- > The Chair of the Trust should not be chair of the audit and risk committee. Where the finance committee and audit and risk committee are separate, the chair should not be the same.
- > Where the audit and risk committee are combined with another committee, employees should not participate as members when audit matters are discussed.

Internal scrutiny of the Trust must be independent and objective and must not be performed by the Accounting Officer, Chief Finance and Operating Officer or any member of the senior team.

Remuneration Committee

- > to ensure pay awards are in line with guidance in the Academy Trust Handbook and take account of performance, the need for recruitment and retention, the level of challenge of roles and affordability.
- > to ensure that the Trust publishes on its website the number of employees whose benefits exceed £100K.

Education and Standards Committee

- > to ensure that the central education support is effective and efficient and that compliance with national expectations across the group is adhered to. Academy governing bodies will review curriculum at a local level.

5.4. The organisation of the Trust Board is set out in the Articles of Association which determine the minimum meeting frequency, quorum, and the process for appointment of a Chair and Vice-Chair of the Trust Board. In summary, the Trust Board is required to meet at least three times a year and the quorum for any meeting is the greater of three or a third of the Trustees appointed at any one time.

6. The role of the Chief Executive Officer

6.1. The Chief Executive Officer will be responsible for managing the Trust and its academies on a day-to-day basis. The role, function, responsibility, and authority of the Chief Executive Officer are delegated by the Trust Board and may be varied at its sole discretion.

6.2. The specific tasks and responsibilities of the Chief Executive Officer are as follows:

- > to support the Trustee Board in the formulation and development of its strategy.
- > to ensure that all decisions made by the Board are implemented in a timely and effective manner.
- > to actively promote the values of the Trust through actions, policies, and procedures.
- > to ensure striving for outstanding educational performance is embodied across the Trust.
- > to provide direction and oversight to all of the Trust's operations.

- > to line manage the Chief Finance and Operating Officer, Director of Primary, Director of Secondary and the Director of the Teaching School Hub.
- > to provide strong and effective leadership to the Trust staff to achieve the highest levels of educational and financial performance and ensure a culture of continuous improvement.
- > to present an annual self-evaluation and Trust improvement plan effectively communicated to all stakeholders.
- > to work effectively with the range of external stakeholders, including communities, parents, government, funding, and regulatory bodies.
- > to ensure the highest standards of safeguarding and child protection are maintained across the Trust and in each academy.
- > to oversee the effective management of risk within the Trust.
- > to ensure, as Accounting Officer, robust financial systems are in place so that the Trust's funds are used properly, efficiently, and effectively.
- > to ensure the Trust's internal communications with staff, pupils, parents, and governors are effective.
- > to develop the relationship that the Trust has with the Secretary of State for Education (also including the Department for Education, the Education and Skills Funding Agency, the Regional Directors and Ofsted).
- > to develop strategic partnerships with other bodies and organisations, including service providers, which will further the Trust's strategic plan; and
- > to represent the Trust to key external partners, the media, and the public on a national platform.

6.3. The CEO is the Accounting Officer of the Trust. Their duties are listed in 1.37 to 1.44 of the Academy Trust Handbook.

7. The role of the Central Services Team

7.1. The “**Central Services Team**” is made up of the key leads that oversee functional operations and resources on a Trust wide basis. This includes:

- > People – including recruitment and talent management
- > Finance
- > Commercial - including Estates and Projects, Health & Safety and Procurement.
- > Compliance - including Data Protection, Safer Recruitment, Risk management, Internal Audit, Governance and Admissions.
- > IT and Data management - including IT security

7.2. The purpose of this central services team is to support the educational performance of the academies. The Team works directly with the staff in each academy to ensure that the Trust's strategic plan (incorporating the Education Improvement Plan) is being implemented and the required outcomes are achieved in accordance with the strategy and vision of the Trust Board. The individuals who form the Central Services Team operate under the leadership and direction of the Chief Finance and Operating Officer.

7.3. Each functional lead within the Central Services Team has individual responsibilities, performance targets and are managed directly by the Chief Finance and Operating Officer. The Central Services Team as a body has no executive authority or responsibility, as all functions that it delivers are the responsibility of an individual with the team.

7.4. The Central Services Team will seek input and advice from internal and external experts, including the Education Teams, and may on occasion seek to utilise and/or deploy staffing resources (on a temporary or permanent basis) for the benefit of the Trust as a whole.

7.5. The Central Services Team supports the Chief Executive Officer in delivering the following specific tasks and responsibilities:

- > engage fully with the Education Teams, agreeing SLAs and communicating proactively as required.
- > to manage the processes for schools joining the Trust, working with the Education Team (including carrying out appropriate due diligence and identifying any actions required to address areas of weakness or opportunities for improvement).
- > to advise on, facilitate, supplement, or provide (as necessary) any operational or managerial support to each academy, with regard to the core functions overseen by the Executive Team in accordance with the requirements of the Trust Board.
- > to specify management controls and management reporting requirements, audit the associated processes, procedures, and outcomes in each academy, and identify and ensure the delivery of appropriate training and support.
- > to provide operational and management support to the Headteachers and senior leadership teams within the academies.
- > to assist the Trust, by supporting the Academy Governing Bodies, to achieve the collective strategic aims and objectives of the academies.
- > to implement and review systems for the benchmarking of the academies across the Trust, developing systems for cross fertilisation and supporting the Chief Executive Officer in maximising the opportunities for resource sharing and collaboration.
- > to build and keep under constant review a comprehensive risk management framework ensuring risk management strategies are executed appropriately across the Trust and in each academy (including the adequacy of insurance).
- > to undertake the strategic management of the Trust's estate, including drawing up a strategic asset plan which identifies areas in need of expansion and/or development and areas likely to be surplus to requirements.
- > to take a lead on any capital bids and allocations, supporting each academy's premises team to carry out works safely and cost effectively.
- > to support each academy and Academy Local Governing Body in the development of the respective academy's strategic goals and vision and strategy of the Trust.
- > to seek out and apply for grant funds for the Trust and each academy and to raise further discretionary funds from the DfE/LA and third-party sources; and
- > to aid the Chief Executive Officer in reporting appropriately to the Trust Board.

7.6. The cost of the functions undertaken by the Chief Executive Officer and Executive Team will be funded on a fair basis by the academies by the contribution of a percentage of the government funding provided to each academy (the "**Trust Contribution**"). This contribution will be set each year based upon a budget for the shared costs approved by the Trust Board. The percentage will vary from year to year depending on the level of activity carried out by the Executive Team and any additional specific needs determined to be necessary by the Trust Board for an individual academy.

7.7. Other Chief Finance Officer's duties are listed in 1.45 to 1.48 of the Academy Trust Handbook.

8. The role of the Education Team

8.1. The Trust has a Primary and Secondary Team as well as a School Improvement Team which is drawn from the senior leading educators within the Trust and will be led respectively by either the Director of Primary or the Director of Secondary. It is advisory only and acts to support the Chief Executive Officer with a particular focus on educational standards and outcomes.

8.2. The size and membership of the Education Team will be determined by the Chief Executive.

8.3. The Education Team supports the Chief Executive Officer in delivering the following specific tasks and responsibilities:

- > To continuously improve the Quality of Education across the Trust and sustain high standards.
- > To propose appropriate educational standards to the Trust Board for all academies.
- > To continuously improve the Personal Development, Behaviour and Attitudes of students across all Academies.
- > To ensure students are successful in public examinations.
- > To proactively work to develop high quality leaders across all academies including Headteachers and Executive Headteachers.
- > To develop the professional competence of all the staff.
- > To consider succession planning and career development of the staff.
- > To cross fertilise improvement and ensure collaboration delivers better outcomes for children.
- > To engage fully with support and challenge from the Central Services Team.
- > To ensure academies are assisted to manage their annual budgets and with, no deficits.
- > To ensure adequate reserves are in place for capital projects including IT lifecycle.
- > To abide by financial scheme of delegation.
- > To ensure full compliance with all statutory policies including H&S, data security.
- > To ensure good maintenance of estates.
- > To ensure staff recruitment and retention is strong and that staff have effective performance management; and
- > To ensure staffing structures and pay meet the needs of each academy and are made in line with agreed policies and procedures.

9. The role of the Academy Local Governing Body

9.1. The Trust Board has determined to establish an “Academy Local Governing Body” for each academy. The overarching purpose of an Academy Local Governing Body is to provide strategic direction, support, and local accountability for the performance of the relevant academy within the framework and parameters set by the Trust Board. It is a non-executive body supporting the Trust Board to deliver its responsibilities.

9.2. Those serving on Academy Local Governing Bodies are accountable to the Trust Board and must ensure that at all times they act in good faith and in the best interests of the academies and the Trust, exercising reasonable care and skill having particular regard to personal knowledge and experience. Members of the Academy Local Governing Body must comply with the Trust’s Conflict of Interest Policy.

9.3. An annual self-review will be undertaken in which Academy Local Governing Body members will be asked to articulate their contribution to the success of the Trust and the academy in the period of review.

9.4. The core duties of the Academy Governing Bodies are ensuring clarity of vision, ethos, and strategic direction, holding the Headteacher to account for the educational performance of the academy and its students. The Department for Education Governors’ Handbook states:

It is essential to have skilled Governors but equally important to emphasise that the skills required are those to create robust accountability, not to do the academy’s job for it.

9.5. The Scheme of Delegation matrix which follows outlines in detail the roles and responsibilities of the Academy Local Governing Body. Specific areas which the Academy Local Governing Body

will oversee include:

- > ratifying the Academy Improvement Plan (AIP) and Self Evaluation (SEF).
- > review a report from the Headteacher at each meeting adding support and challenge as appropriate.
- > ensuring the compliance of the curriculum (INTENT) and strong IMPLEMENTATION leads to positive IMPACT on student outcomes.
- > reviewing Trust KPIs provided for Student Attendance and Exclusions, adding challenge as appropriate.
- > reviewing student leavers and joiners' data (including in year admissions), ensuring the academy intake is always full.
- > ensuring a continued focus on equality by understanding the demographics of the academy and potential areas for inequality in outcomes for students, key demographics will include SEND, PP, ability, ethnicity, gender.
- > reviewing the academy improvements in terms of quality of curriculum and teaching.
- > reviewing academy implementation of the safeguarding policy and SEND policy.
- > monitoring the academy safeguarding procedures and compliance.
- > ratifying specific academy policies (e.g., related to SEND, Safeguarding, Curriculum (Intent, Implementation, and Impact), Behaviour, Anti-bullying, etc.).
- > reviewing assessment data including public examination results.
- > noting of Trust policies that impact on the activities of the academy.
- > monitoring the attainment of the academy against the objectives that it has been set.
- > regularly reviewing staff and student's views of the Academy, by meeting with a range of students and staff regularly during school visits (including SEND students); and
- > reporting back on academy visits completed and raising any areas on interest.

10. Intervention

- 10.1. The LGB will work closely with the Trust Board and the Executive Team and shall promptly implement any advice or recommendations made by the Trust Board or the Executive Team in respect of standards and performance, particularly where areas of weakness have been identified (either internally within the Trust or by Ofsted).
- 10.2. The Trust Board is accountable for the performance of the Academies, but the responsibility for oversight of the Academies' senior leadership team is shared with the Local Governing Body who play an important part in monitoring performance and supporting the senior leadership team.
- 10.3. In the event that intervention is either formally threatened or is carried out by the Secretary of State, the Trust Board expressly reserves the unfettered right to review or remove any power or responsibility conferred on the Local Governing Body in such circumstances.

Intervention by the Trust will be triggered by any of the following:

- > A breakdown in the way the school is managed or governed.
- > The safety of pupils or staff is threatened, including a breakdown of discipline.
- > A rapid and unexpected decline in exam performance or internal predictions.
- > A significant safeguarding issue that cannot be dealt with locally.
- > Evidence of serious financial weaknesses or mismanagement.
- > A change (downward) in Ofsted category.
- > A request from the Local Governing Body.
- > Serious, significant or persistent complaint(s) from stakeholders or outside bodies

that cannot be or have not been satisfactorily resolved locally.

- > A reputational risk to the school or Trust.
- > A local operational decision of such risk or significance that would have a bearing on the Trust.
- > Identification of weak governance.
- > In response to the outcomes of an annual review of governance or Ofsted inspection.
- > A sudden or unexpected dip in the school's mid-term performance.

On the instruction of the Chief Executive Officer and Board of Trustees, the Chief Finance and Operating Officer will manage the process of standing down a Local Governing Body in liaison with the Headteacher.

Where necessary, the Trust Board will put in place for an appropriate period an Intervention Board whose responsibility will be to address the areas of weakness.

11. Appendices

11.1. Scheme of Delegation Matrix

Group: Matters reserved to Members

Area of Responsibility
<ul style="list-style-type: none"> > Amend/Approve the Articles of Association subject to regulatory approval. > Appoint or Remove Members. > Appoint or Remove Trustees. > Convene an Annual General Meeting. > Approve the appointment/removal of an external auditor.

Group: Vision, Values, and Strategy

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>Set vision and ethos for the trust.</p> <p>Set the strategy for growth and direction of the Trust.</p> <p>Approve the Trust's targets for school improvement and the Trust's improvement plan.</p>	<p>Under the direction of the Chief Executive:</p> <p>Self-evaluate the impact of their services annually Identifying strengths and areas for improvements.</p> <p>Agree improvement plans for the function areas they lead.</p> <p>Respond to change and growth with respect to the vision and ethos set by the Trust.</p> <p>Evaluate strengths and areas for improvement across the phases of education they lead on.</p>	<p>Within the vision and ethos set by the Trust, develop the unique vision, ethos and culture of the academy and communicate this to all stakeholders.</p> <p>Identify the academy strengths and areas for improvement.</p> <p>Be responsible for preparing the AIP and SEF in conjunction with senior teams and communicate this to all stakeholders.</p> <p>Monitor progress toward targets set out in AIP.</p>	<p>Within the vision and ethos set by the Trust, develop and monitor the unique vision, ethos, and culture of their academy.</p> <p>Ratify the academy's self-evaluation form (SEF) and strategy for improvement as set out in its Academy Improvement Plan (AIP) proposed by the Headteacher and the Primary or Secondary Director.</p> <p>Monitor the progress made against targets and monitor its implementation.</p>

Trust Board	Executive Team	Headteacher	Local Governing Body
	<p>Agree a phase improvement plan with key areas identified for improvement across allacademies.</p> <p>Approve the Academies specific SEFs and AIPs.</p> <p>Respond to change and growth with respect to the vision and ethos set by the Trust.</p>		

Group: Academy Budget

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>Approve annual budgets as presented to the Finance, Audit and Risk committee for discussion and approval.</p> <p>Receive agreed budgets for approval annually.</p> <p>Through the Finance committee:</p> <p>Review detailed budgets termly and support the Trust to manage risks and opportunities.</p> <p>Agree the contribution % from academies to the central services fund.</p> <p>Agree any additional spend from reserves that an academy may wish to make a case for, as approved by the Executives.</p>	<p>Under the direction of the Chief Executive, the Chief Finance and Operating Officer and MAT Finance Specialist will:</p> <p>Develop the Trust's financial controls, policies, and procedures to ensure the safeguarding of funds and assets in compliance with relevant guidance and advice.</p> <p>Monitor the academy's compliance with such financial controls, policies, and procedures.</p> <p>Inform the Directors of Primary and Secondary of any concerns or material risks.</p> <p>Provide management accounts, draft and final budgets and other financial information in an accurate and timely</p>	<p>Ensure that accurate accounting records are kept by the academy showing the receipt and use of all funds (ensure compliance with the requirements of the Trust's Financial Powers and Duties), the Academies Trust Handbook and any other relevant Trust policies.</p> <p>Be responsible for recruiting and deploying staff, securing adequate resources to create a high-quality provision within budget.</p> <p>Manage annual budgets efficiently and plan to save up to 5% for reserves, to ensure the Academy has funds available for known and unknown future projects.</p> <p>To have regard for local and national benchmarks when designing a curriculum model to ensure sound financial planning.</p>	<p>Receive once a term a finance report.</p>

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>Agree any required loans to an Academy as approved by the Executives.</p> <p>Ratify any proposals for structures that may involve cuts and/or redundancies.</p> <p>Review 3-year forecasts, with particular focus on student numbers and known increases in costs.</p>	<p>way and in an approved format to the Headteachers on a monthly basis and to local governing boards termly and as otherwise requested by the Finance, Audit and Risk committee.</p> <p>Recommend the academy's annual budget to the Trustboard having had this scrutinised by the Finance, audit and Risk committee who will have also appropriately considered the priorities of each academy and the deployment of resources (staff and other) to successfully deliver the necessary outcomes.</p> <p>Review any budgets where deficits are predicted or become a risk throughout the year.</p> <p>Work with central Finance and Headteachers to mitigate financial risks.</p> <p>Recommend any spending from Academy reserves to the Finance committee.</p> <p>Ensure budgets have been appropriately delegated by Headteachers to support high quality provision and compliance.</p> <p>Review of annual curriculum and financial planning model, with agreed benchmarks.</p>	<p>Be responsible for approving any plan to raise voluntary funds (subject to agreement by the CFOO) provided the purpose for which they have been raised is within the charitable object of the Trust.</p> <p>Review in detail Pupil Premium Grant spend and impact.</p> <p>Review in detail catch-up spend and impact.</p> <p>Review any other ring-fenced spending and monitor impact of this.</p> <p>Support / challenge any proposed capital spend.</p> <p>Support / challenge any proposed capital spend.</p> <p>Be aware of any risks to the budget future years, for example falling student numbers, cuts in funding, support, and challenge on how this may be dealt with.</p>	

Trust Board	Executive Team	Headteacher	Local Governing Body
	<p>Ensure academy reserves are in place or being worked towards, to cover future capital spend and/or risks.</p> <p>Recommend restructures to finance board for agreement, where cuts in staffing may be required.</p> <p>Support / challenge any proposed capital spend.</p> <p>Support / challenge any proposed capital spend.</p> <p>Be aware of any risks to the budget future years, for example falling student numbers, cuts in funding, support, and challenge on how this may be dealt with.</p>		

Group: Curriculum and Standards: Intent, Implementation, and Impact

Trust Board	Executive Team	Headteacher	Local Governing Body
Have ultimate responsibility for Curriculum and Standards.	<p>Under the direction of the Chief Executive:</p> <p>Ensure deployment of consultants across all academies to support and challenge Intent, Implementation, and Impact.</p> <p>To have the Directors of Primary and Secondary review the quality of education by subject, using observation, discussions with leaders and assessment data, and to review this termly with Headteachers.</p> <p>To set annual standardized assessments for each year group that will allow</p>	<p>Be responsible for designing and delivering a fully compliant curriculum with high quality Intent, Implementation, and Impact in order to achieve high standards.</p> <p>Be responsible for the quality and delivery of the curriculum on a day-to-day basis and for implementing any strategic plan for the improvement of the curriculum, standards and attainment and delivery of the Academy Improvement Plan.</p>	<p>Monitor and evaluate the curriculum offer including the extra-curricular offer to ensure that it fully meets the requirements of the National Curriculum in terms of Intent, Implementation, and Impact, and that it is broad, balanced, well sequenced and builds social capital appropriately for the local context.</p> <p>Ensure that there is an appropriate training plan so that staff are appropriately trained and upskilled to deliver the curriculum.</p> <p>Ensure that the wider curriculum of PHSE including SRE, mental health and</p>

Trust Board	Executive Team	Headteacher	Local Governing Body
	<p>academies to benchmark what students know and remember against other Boleyn Academies.</p> <p>The Chief Executive Officer collaborating with the Directors of Primary Secondary will:</p> <p>Monitor academy curriculums ensuring compliance in all phases.</p> <p>Monitor pupil progress in terms of pupils knowing more and remembering more.</p> <p>Conduct formal reviews on the quality of teaching (including personal development) at least once every 3 years, supported by the Director of school improvement.</p> <p>Conduct a range of less formal ongoing reviews to check the quality of education as and when appropriate.</p> <p>To ensure the quality of professional learning in each academy is having a positive impact.</p> <p>To monitor teacher workload across all academies and ensure this is appropriate.</p>	<p>Be responsible for ensuring high quality professional learning where teachers will become experts in every classroom.</p> <p>Be responsible for students' personal development with a high quality PHSE programme underpinning this.</p>	<p>safeguarding are well established and effective in keeping students well informed about risks and safe.</p>

Group: Student Welfare including Behaviour and Attendance

Trust Board	Executive Team	Headteacher	Local Governing Body
Ensure the central policies that support a robust approach to student welfare are	Under the direction of the Chief Executive:	Ensure that behaviour and attendance and other related policies are reviewed	Review and ratify the Academy behaviour policy annually.

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>reviewed annually and fit for purpose e.g., medical needs, school trips and visits, health and safety, staff expectations etc.</p> <p>Monitor exclusion data which will be presented termly alongside a high-level summary analysis.</p> <p>Monitor attendance data which will be presented termly alongside a high-level summary analysis.</p>	<p>Ensure academies complete an audit assuring compliance in all areas of student welfare and safeguarding each September.</p> <p>Review academies annually against the completed quality standards in the Audit, in the form of a physical 2day visit to the academy which will involve talking to students.</p> <p>Monitor KPIs for attendance and exclusions termly to analyse concerns and follow these up with Headteachers.</p> <p>Regularly visit schools and review students' behaviour and attitudes.</p>	<p>thoroughly each year, with attention to any updated guidance and changes in the context of the Academy.</p> <p>Ensure that what is written in policies is evident in the day-to-day operation of the Academy and all staff and students follow the agreed policy.</p> <p>That behaviour in the Academy is at least good and that staff and students agree this is the case.</p> <p>That good attendance and punctuality is a high priority for continuous improvements.</p> <p>That exclusion and attendance data is scrutinised and used to identify effective strategies to improve the outcomes for students.</p>	<p>Review any other policies the Academy presents to support student welfare, for example anti-bullying policy.</p> <p>Establish a student discipline Panel to consider any decision by the Headteacher to exclude any pupil in accordance with the DfE Guidance on Exclusions.</p> <p>Consider any fixed term exclusion decision by a Headteacher which results in more than 15 days exclusions in a term, in accordance with the DfE Guidance on Exclusions.</p> <p>Meet with students at risk of exclusion as appropriate.</p> <p>Observe students' behaviour and attitudes when visiting academies, talk to students about their views on behaviour around the school and in lessons.</p>

Group: Safeguarding

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>Appoint a Trustee to govern the safeguarding across the Trust.</p>	<p>Under the direction of the Chief Executive:</p> <p>Develop and propose all policies, practice, and procedures to be operated across the Trust with regard to safeguarding.</p>	<p>Appoint an effective DSL to the statutory JD agreed centrally.</p> <p>To write a comprehensive safeguarding policy for the academy, which is contextual to the academy needs and complies with KCSIE requirements.</p>	<p>Appoint a safeguarding Governor, with appropriate training and support to conduct termly visits to the Academy, checks on safeguarding (including the Single Central Record) and feed back to the Governing body.</p>

Trust Board	Executive Team	Headteacher	Local Governing Body
	<p>Appoint the Directors of Primary and Secondary as safeguarding leads to oversee their respective phase DSL network groups and ensure that all DSLs receive timely updates from the DfE and other agencies.</p> <p>Be available to support DSLs/Headteachers with any serious safeguarding situations.</p> <p>Conduct a full safeguarding (inc. behaviour and attendance) audit annually.</p> <p>Follow up any areas for improvement to secure highly effective safeguarding in every academy.</p> <p>Ensure that each academy adopts and is compliant with all safeguarding policies, practice and procedures as determined by the Trust Board.</p> <p>Monitor safeguarding across the Trust for compliance and report by exception any concerns to the Trust Board.</p>	<p>Ensure compliance with all safeguarding elements to central policies, as determined by the Trust Board and the Chief Executive Officer.</p> <p>Engender a culture that promotes safeguarding.</p> <p>Report any serious safeguarding incidents to the Trust's Executive Team.</p>	<p>Review any safeguarding reports presented to the Academy</p>

Group: Risk Management

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>The Trust Board will ensure a comprehensive risk management strategy is in place to effectively identify, assess and manage risks at all levels of the Trust.</p>	<p>Under the direction of the Chief Executive:</p> <p>The Chief Executive Officer, through the Chief Finance and Operating Officer will:</p>	<p>Maintain an Academy Risk Register as directed by the Executive, which is to be reviewed and updated termly.</p>	<p>Review the top risks termly and understand the impact of these if they were to occur.</p>

Trust Board	Executive Team	Headteacher	Local Governing Body
	<p>Be responsible for the identification, assessment, and effective management of risk across the Trust.</p> <p>Ensure the Trust Consolidated Risk Register is updated termly and that these risks are shared and discussed by Executive Directors and reported to the Trust board.</p> <p>Ensure the Trust's Top Ten risks are presented to the Finance, Audit and Risk Committee termly and to the Trust Board on an annual basis (Autumn term board).</p> <p>Secondary and Primary Directors will oversee the management of risk in their respective education phases, including the identification, assessment, and escalation of risks as appropriate to the Trust Consolidated Risk Register.</p>	<p>Ensure that appropriate action and follow-up is taken to mitigate risks identified in a timely manner.</p> <p>Report any emerging high risks to the Chief Finance and Operating Officer, as appropriate.</p> <p>Oversee the implementation of all risk management strategies within the academy guided by the Executive Team.</p> <p>Have in place an Incident Management Team to deal with any comprehensive and red and tested critical incident plan.</p>	<p>Support and challenge actions taken by the Headteacher to mitigate risks alongside the effect on Academy provision.</p>

Group: Health and Safety

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>Agree the main policies to be operated across the Trust with regard to health & safety.</p> <p>Appoint an external advisor for Health and Safety.</p> <p>Review a Health and safety report termly covering any trends in strengths and areas for improvement.</p>	<p>Under the direction of the Chief Executive, the Chief Finance and Operating Officer, will:</p> <p>Develop and propose all policies, practice, and procedures to be operated across the Trust with regard to health & safety.</p>	<p>Appoint appropriately experienced and trained staff to manage all areas of Health and safety including medical needs and educational visits.</p> <p>Ensure compliance with all health and safety policies, practice and procedures as determined by the Trust Board and the Chief Executive Officer.</p>	<p>Appoint a medical needs Governor with appropriate training and support to conduct visits to the Academy, and feedback to the Governing body.</p> <p>Review termly any identified high-level risks that may impact on the Academy provision.</p>

Trust Board	Executive Team	Headteacher	Local Governing Body
	<p>Ensure all national updates are communicated effectively and incorporated into policies when reviewed.</p> <p>Monitor the health and safety across the Trust for compliance and report any concerns to the Trust Board.</p> <p>Complete annual internal audits alongside Academy experts and develop a comprehensive annual action plan for improvement.</p> <p>Procure an appropriate external adviser for H&S and manage that contract effectively.</p> <p>Ensure that each academy adopts and is compliant with all health & safety policies, practice and procedures as determined by the Trust Board, including the medical needs policy.</p> <p>Ensure that Headteachers have appointed appropriate persons to manage all areas of H&S including medical needs and educational visits.</p> <p>Ensure that academies comply with report findings and work closely with the central team to mitigate any risks</p>	<p>Engage with actions identified on audits and attend termly Estate meetings with the Chief Finance and Operating Officer to check progress.</p> <p>Engender a culture that promotes robust health and safety throughout the Academy.</p> <p>Report any serious health and safety incidents in a manner as directed by the Trust.</p>	

Group: Human Resources

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>Delegate to the Chief Executive, the appointment of the Headteacher of each academy.</p> <p>Operate a Remuneration committee to undertake salary reviews annually in line with guidance in the Academy Trust Handbook and taking account of the need for recruitment and retention, level of challenge and affordability.</p> <p>Ratify the main policies to be operated across the Trust with regard to the management of staff (including Pay Policy and the Performance Management Policies).</p>	<p>Under the direction of the Chief Executive:</p> <p>The Chief Executive will delegate to the Directors of Primary and Secondary the performance management of the Headteacher engaging the Chair in the process.</p> <p>The Chief Executive will delegate to the Chief Finance and Operating Officer the performance management of all central team members.</p> <p>The Chief Executive will delegate to the Chief Finance and Operating Officer the monitoring and support for all significant HR cases including tribunals and LADO referrals and HR compliance.</p> <p>The Chief Executive will delegate to the Chief Finance and Operating Officer the Trust's talent management strategy from recruitment to professional learning and career paths within the Boleyn Trust.</p> <p>The Chief Executive will delegate to the Chief Finance and Operating Officer the performance management strategy across the whole Trust for both support staff and teaching staff, this to include policy development and delivery.</p>	<p>Ensure that safer recruitment processes are followed as prescribed by the Trust are followed for the recruitment of staff.</p> <p>Ensure that robust and transparent performance management is in place, with clear targets set and monitored.</p> <p>Implement and comply with all policies dealing with staff issued by the Trust Board.</p> <p>Approve the progression of staff between pay grades ensuring any progression is objectively based on successful performance management outcomes.</p> <p>Approve any initial disciplinary action or the commencement of a capability review in respect of staff other than the Headteacher and keep the Chief Finance and Operating Officer informed.</p> <p>Appoint all staff following Trust guidance.</p> <p>Ensure high quality professional development of staff including engagement with any training and support available from or procured by the Executive Team.</p>	<p>The Chair will participate in the performance of the Headteacher.</p> <p>Review a high-level summary of staff leavers and joiners alongside a summary of performance management outcomes.</p> <p>Support and challenge for any staffing concerns e.g., lack of specialist teachers, loss of key staff which may affect provision, exceptional circumstances that arise.</p> <p>The Chair will be informed of any LADO referrals and outcomes.</p>

Trust Board	Executive Team	Headteacher	Local Governing Body
	<p>The Chief Executive will delegate to the Chief Finance and Operating Officer the strategy for monitoring and making recommendations for continuously improving staff satisfaction and wellbeing.</p> <p>The Chief Finance and Operating Officer will ensure the adoption of any standard contracts or terms and conditions for the employment of staff issued by the Trust Board.</p> <p>The Chief Finance and Operating Officer will ensure Trust HR policies are adhered to by all staff.</p> <p>The Chief Finance and Operating Officer will ensure safer recruitment is rigorous and SCRs are accurate and kept up to date.</p> <p>The Executive will chair staff disciplinary or appeals hearings where appropriate, including grievances.</p> <p>The Chief Finance and Operating Officer will either conduct or ensure that HR investigations are conducted in accordance with policies where required.</p> <p>The Chief Finance and Operating Officer will advise the Chief Executive in relation to ill health retirement applications or the settlement of any claims or</p>	<p>Manage any claims and disputes with staff members having regard to any advice and recommendations given by the Trust's HR department.</p>	

Trust Board	Executive Team	Headteacher	Local Governing Body
	<p>grievances in accordance with the Scheme of Financial Delegation.</p> <p>The Chief Executive will delegate to the Chief Finance and Operating Officer the monitoring of HR cases through Headteachers.</p>		

Group: Admissions and Leavers

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>Delegate responsibility (subject to agreement of changes by the CEO) to the individual academies to review, amend and determine their admission policies annually.</p> <p>Review the admission policies from time to time and if a change is believed to be in the best interest of the Trust make that change, in discussion with the Headteacher. For example, to ensure each academy has an admission policy that is consistent across the Trust or is compliant with the Admissions Code. This may require each academy to consult and amend their policies.</p>	<p>Under the direction of the Chief Executive:</p> <p>Review the admissions policies from time to time and, if a change is believed to be in the best interests of the Trust, make such recommendations to the Trust Board.</p> <p>Support academies in managing admissions appeals and ensure they are compliant with statutory requirements when conduct appeals including casual admissions, informing Directors of Primary and Secondary of any concerns.</p>	<p>In consultation with the Executive, determine the admission policy for their academy including whether to expand an academy.</p> <p>Review, ratify and monitor in year and out of age range admission decisions.</p> <p>Actively ensure that incorrect or illegal off-rolling is not taking place.</p>	<p>Implement and monitor the approved admissions policy for the academy. Monitor attendance data which should be presented with detailed analysis from the Academy termly</p>

Group: Complaints

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>Ratify the complaints policy annually.</p> <p>Manage any complaints that go to stage 3 of the complaints policy.</p>	<p>Under the direction of the Chief Executive the Chief Finance and Operating Officer will:</p>	<p>Ensure up to date complaints policy is on website and sign posted correctly.</p>	<p>Attend any independent panels as a member, as required.</p>

Trust Board	Executive Team	Headteacher	Local Governing Body
	Ensure the complaints policy covers statutory requirements and is reviewed and updated annually.	Ensure any complaints received are dealt with inline with the complaints policy. To deal with stage 1a of any formal complaint (unless the complaint is about the Headteachers). Keep a confidential folder of complaints resolved and unresolved in the Headteacher's office.	Manage any complaints that go to stage 2 of the complaints policy.

Group: ICT and Data Security

Trust Board	Executive Team	Headteacher	Local Governing Body
Approve IT security policies annually. Receive an annual report on IT progress towards improvement targets.	Under the direction of the Chief Executive: The Chief Executive will delegate to the Chief Finance and Operating Officer ICT and Data Security, working closely with the Trusts Data Protection Officer and external consultants. The Chief Executive will delegate to the Chief Finance and Operating Officer the Trust's data management strategy, including effective use of the MIS system. The Chief Executive will delegate to the Chief Finance and Operating Officer the procurement of ICT equipment and systems strategy, working closely with the Head of ICT and Data Security.	Ensure good maintenance of ICT systems and equipment appropriately and have an accurate asset register, recording acquisition and disposal and loss of assets appropriately. Manage finances appropriately to ensure lifecycle strategy is appropriate and enhance the quality of education. Agree and adhere to agreed buildup of reserves to cover 5-year lifecycle replacement for Academy.	To be presented with the Academy ICT strategy for support and challenge, this should include lifecycle costs and targets for Impact on the quality of provision. Monitor the effect of ICT on the Quality of education with annual update from Headteacher.

Trust Board	Executive Team	Headteacher	Local Governing Body
	<p>The Chief Executive will delegate to the Chief Finance and Operating Officer the effective ICT service delivery with positive levels of staffsatisfaction.</p> <p>The Chief Finance and Operating Officer will ensure an effective and secure ICT infrastructure.</p> <p>The Chief Finance and Operating Officer and Head of ICT and Data Security will ensure the ICT security policy is adhered to in each Academy.</p> <p>The Chief Finance and Operating Officer will ensure that there is a strategy to ensure that any actions for the improvement of ICT security is dealt with in each Academy.</p> <p>The Chief Finance and Operating Officer will engage in the ICT user group to feedback any concerns and be made aware of any emerging concerns.</p> <p>The Chief Finance and Operating Officer and MAT Finance Specialist will agree an ICT lifecycle strategy for Boleyn academies.</p>		

Group: Estates

Trust Board	Executive Team	Headteacher	Local Governing Body
Approve capital spending across the Trust annually.	Under the direction of the Chief Executive:	Be responsible for the day- to-day environment having regard at all times to	Be informed of capital spend and the necessityof this and impact of the work on Academy.

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>Ensure Value for Money.</p> <p>Approve the overall asset management strategy for the premises owned or managed by the Trust.</p> <p>Determine any disposals or acquisitions of land to be used by the Trust.</p>	<p>The Chief Executive Officer, through the Chief Finance and Operating Officer, will:</p> <p>The Chief Executive will delegate to the Chief Finance and Operating Officer the implementation of an overall asset management strategy for the premises owned or managed by the Trust.</p> <p>The Chief Executive will delegate to the Chief Finance and Operating Office the overall responsibility for the management and maintenance of the premises owned or managed by the Trust giving consideration of the estate management strategies of each academy.</p> <p>The Chief Executive will delegate to the Chief Finance and Operating Officer the responsibility of making applications for grants and other capital funding to improve the estate of the Trust.</p> <p>The Chief Executive Officer, through the Chief Finance and Operating Officer and Directors of Primary and Secondary, ratify the capital spending plans to be implemented by the estates team.</p> <p>The Chief Executive through the Chief Finance and Operating Officer will ensure Headteachers have built up adequate reserves to cover large maintenance costs (e.g., boilers) that may not be funded out of capital budgets.</p>	<p>the safety of the users of the buildings and the facilities.</p> <p>Develop, with the support the Chief Finance and Operating Officer, a long-term estates management strategy to ensure the suitability of building and facilities in light of long-term curriculum needs.</p> <p>Be responsible for, within the constraints of the academy Budget, the upkeep, maintenance and care of the buildings and facilities used by the academy.</p> <p>Attract and manage short term lettings and day to day use of the school buildings and playing fields under such lets.</p>	

Trust Board	Executive Team	Headteacher	Local Governing Body
	<p>The Chief Executive through the Chief Finance and Operating Officer will ensure Headteachers secure a high level of estates maintenance to avoid high costs of unnecessary repair and replacement.</p> <p>The Chief Executive will approve any business case for refurbishment or additional build including Astroturf.</p>		

Group: Equality

Trust Board	Executive Team	Headteacher	Local Governing Body
<p>To ratify the equality policy and the Trust Equality Duty To report on gender pay gap annually.</p>	<p>Under the direction of the Chief Executive:</p> <p>To analyse any centrally managed data by demographics and to take actions as appropriate where there are any identified gaps.</p> <p>To review each Academies Equality Duty Plan for appropriateness.</p> <p>To monitor differences in outcomes by demographic, agree actions to be taken and monitor impact to share good practice and make difference across the group.</p>	<p>To ensure that there is a “living” Equality Duty plan, based on evidence from the Academy outcomes, observation, or student staff voice, that actions are communicated and discussed and there is regular monitoring of improvements.</p> <p>To ensure all data analysis includes demographic analysis, particularly of PP, SEND, Gender and ethnicity.</p> <p>Any gaps between demographic groups should be scrutinised and questioned with actions taken as appropriate.</p>	<p>To appoint an Equalities Governor with appropriate training and support to conduct visits to the Academy, and feedback to the Governing body.</p> <p>Have a good understanding of the Academy demographics and any underperformance of different groups nationally. Approve the Academy Equality Duty plan.</p> <p>Review all KPI data with regard to equality (Attendance, Exclusions, Leavers, and Achievement).</p> <p>Challenge the Academy in any areas they may have concerns about, this through national media or local complaints or from visits to the Academy.</p>

Trust Board	Executive Team	Headteacher	Local Governing Body
			To appoint a SEND Governor with appropriate training and support to conduct visits to the Academy, and feedback to the Governing body.

Group: Community and Stakeholders

Trust Board	Executive Team	Headteacher	Local Governing Body
To take a strategic approach to the Boleyn brand and how all stakeholders engage with the Trusts.	<p>Under the direction of the Chief Executive:</p> <p>The Chief Finance and Operating Officer to consult with contractors particularly catering and cleaning and ensure positive outcomes.</p> <p>Advise on the bigger political landscapes and support where PR resources are required.</p> <p>Ensure the Boleyn brand is protected and promoted for the good of all academies and the wider stakeholder community.</p> <p>Ensure each academy understands the community they are working alongside and the particular demographics and context that will affect all stakeholders in the Academy.</p>	Ensure all stakeholders including the local community are given opportunities to contribute to the continuing success of the Academy, this through a parent voice group, parent questionnaires, annual meetings for community groups associated with the academy.	<p>Encourage parents' feedback through engagement in an appropriate way, this through parent voice feedback or other.</p> <p>To challenge the Academy leadership on how they engage and work with the communities they serve.</p>

11.2. Finance Scheme of Delegation

Scheme of Delegation for Boleyn Trust Entities (Academies and London District East).

ORDERING GOODS & SERVICES

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	Up to £5000	<ul style="list-style-type: none"> > Entity Approver; or > Chief Finance and Operating Officer. 	Selection from preferred supplier list unless agreed otherwise with the Chief Finance and Operating Officer.
	£5,001 - £10,000	<ul style="list-style-type: none"> > Entity Approver; or > Chief Finance and Operating Officer. 	Minimum of two quotes
	£10,001 - £50,000	<ul style="list-style-type: none"> > Entity Approver; and either > Chief Finance and Operating Officer; or > Chief Executive. 	Minimum of three quotes
	£50,001 - £99,999	<ul style="list-style-type: none"> > Chief Executive Officer; and > Chief Finance and Operating Officer 	Formal tender process, including a minimum of three suitably qualified suppliers.
	£100,000 to below PCR threshold.	<ul style="list-style-type: none"> > Board of Directors (Trustees) 	Formal tendering process. Must be minuted at next Board Meeting.
	Above PCR threshold (including VAT).	<ul style="list-style-type: none"> > Board of Directors (Trustees) 	Formal tendering process including formal PCR tendering requirement. Must be minuted at next Board meeting.
	Authority to accept other than lowest quote	<ul style="list-style-type: none"> > Chief Executive Officer; and > Chief Finance and Operating Officer 	CFOO to be notified

PAYMENTS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
BACS payment run authorisations.	Any Value	<ul style="list-style-type: none"> > Entity Approver; and 	

PAYMENTS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
		> School Business Manager	
BACS CBO Approval.	Any Value	> Chief Executive (delegated to MAT Finance Specialist); and > Chief Finance and Operating Officer	
Nett Pay and HMRC Payroll Payments.	Any value	> Chief Executive (delegated to MAT Finance Specialist); and > Chief Finance and Operating Officer	
Purchase Card.	Any value	> Entity Approver	Purchase payments can only be made if supported by a full authorised Purchase Requisition Order. Must be authorised by Entity Approver as card is in their name.
Direct Debits.	All instructions	> Chief Executive. > Deputy Chief Executive. > Chief Finance and Operating Officer. > Director of the Teaching School Hub. > Chair of the Board	Any two signatories from the list

DISPOAL OF ASSETS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	Any Value	> Chief Executive; or > Chief Finance and Operating Officer	
	Disposing of a freehold of land or buildings; Disposing of heritage assets,	> The Board with approval of the Secretary of State	

DISPOAL OF ASSETS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	as defined in financial reporting standards; and beyond any limits in the funding agreement for the disposal of assets generally.		

WRITE OFF OF BAD DEBTS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	All	<ul style="list-style-type: none"> > Chief Executive; and > Chief Finance and Operating Officer 	<p>ESFA approval must be obtained in line with the Academy Trust Handbook.</p> <ul style="list-style-type: none"> > 1% of annual income or > £45,000 individually; or > 2.5% or 5% of annual income cumulatively

CONTRACTUAL AGREEMENTS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
Operating leases or contracts over 1 year	Any	All contracts and leases must be approved in line with the above (ordering goods and services) and signed centrally by the Chief Executive Officer and Chief Finance and Operating Officer	<p>Boleyn Trust does not require Education and Skills Funding Agency approval for operating leases except for some transactions relating to land and buildings.</p> <p>Any lease arrangement (in accordance with the academy trust handbook) must maintain the principles of value for</p>

CONTRACTUAL AGREEMENTS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
			money, regularity, and propriety whether or not Education and Skills Funding Agency's prior approval is required.
Finance leases	Any	All finance leases must be referred to the Chief Finance and Operating Officer as Education and Skills Funding Agency approval is required.	<p>Education and Skills Funding Agency prior approval must be sought for the following leasing transactions:</p> <ul style="list-style-type: none"> > Taking up a finance lease on any class of asset for any duration from another party (borrowing) > Taking up a leasehold or tenancy agreement on land and buildings for another party for a term of seven or more years > Granting a leasehold interest, including a tenancy agreement, of any duration, on land and buildings to > another party.

PURCHASE OR SALE OF ANY FREEHOLD PROPERTY

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	Any	> Education and Skills Funding Agency approval required	

CAPITAL PROJECTS / PURCHASES

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	Up to £10,000	<ul style="list-style-type: none"> > Headteacher; and > Chief Finance and Operating Officer 	All capital to be procured centrally.
	£10,001 - £99,999	<ul style="list-style-type: none"> > Chief Executive and > Chief Finance and Operating Officer 	To be centrally procured and FARM Committee to be informed.
	Over £100,000	<ul style="list-style-type: none"> > Board of Directors (Trustees). 	To be centrally procured and reported to the Board.
	Above PCR threshold (including VAT).	<ul style="list-style-type: none"> > Board of Directors (Trustees) 	Formal tendering process including formal PCR tendering requirement. Must be minuted at next Board meeting.
	Authority to accept other than lowest quote	<ul style="list-style-type: none"> > Chief Executive Officer; and > Chief Finance and Operating Officer 	CFOO to be notified

ORDERING GOODS & SERVICES

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	Up to £5000	<ul style="list-style-type: none"> > Chief Executive; or > Chief Finance and Operating Officer. 	Selection from preferred supplier list unless agreed otherwise with the Chief Finance and Operating Officer.
	£5,001 - £10,000	<ul style="list-style-type: none"> > Chief Executive; or > Chief Finance and Operating Officer. 	Minimum of two quotes
	£10,001 - £50,000	<ul style="list-style-type: none"> > Chief Executive; and > Chief Finance and Operating Officer. 	Minimum of three quotes
	£50,001 - £99,999	<ul style="list-style-type: none"> > Chief Executive Officer; and > Chief Finance and Operating Officer 	Formal tender process, including a minimum of three suitably qualified suppliers.
	£100,000 to below PCR threshold.	<ul style="list-style-type: none"> > Board of Directors (Trustees) 	Formal tendering process. Must be minuted at next Board Meeting.
	Above PCR threshold (including VAT).	<ul style="list-style-type: none"> > Board of Directors (Trustees) 	Formal tendering process including formal PCR tendering requirement. Must be minuted at next Board meeting.
	Authority to accept other than lowest quote	<ul style="list-style-type: none"> > Chief Executive Officer; and > Chief Finance and Operating Officer 	

PAYMENTS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
BACS payment run authorisations.	Any Value	<ul style="list-style-type: none"> > Chief Executive; or > Chief Finance and Operating Officer 	
BACS CBO Approval	Any Value	<ul style="list-style-type: none"> > Chief Executive (delegated) 	

PAYMENTS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
		authority to MAT Finance Specialist). > Chief Finance and Operating Officer	
Nett Pay and HMRC Payroll Payments	Any value	> Chief Executive (delegated to MAT finance Specialist) and Chief Finance and Operating Officer	
Purchase Card	Any value	> Chief Executive Officer	Purchase payments can only be made if supported by a full authorised Purchase Requisition Order. Must be authorised by Headteacher as card in in Headteachers name.
Direct Debits	All instructions	> Chief Executive. > Deputy Chief Executive. > Chief Finance and Operating Officer. > Director of the Teaching School Hub. > Chair of the Board.	Any two signatories from the list

DISPOAL OF ASSETS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	Any Value	> Chief Executive; and > Chief Finance and Operating Officer	The Management Accountant must identify all assets to be capitalised and must ensure these are included in the Academy's Fixed Register.
	Disposing of a freehold of land or buildings; Disposing of heritage assets,	> The Board with approval of the Secretary of State	

DISPOAL OF ASSETS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	as defined in financial reporting standards; and beyond any limits in the funding agreement for the disposal of assets generally.		

WRITE OFF OF BAD DEBTS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	All	<ul style="list-style-type: none"> > Chief Executive; and > Chief Finance and Operating Officer 	<p>ESFA approval must be obtained in line with the Academy Trust Handbook.</p> <ul style="list-style-type: none"> > 1% of annual income or > £45,000 individually; or > 2.5% or 5% of annual income cumulatively

CONTRACTUAL AGREEMENTS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
Operating leases or contracts over 1 year	Any	All contracts and leases must be approved in line with the above (ordering goods and services) and signed centrally by the Chief Executive Officer and Chief Finance and Operating Officer	<p>Boleyn Trust does not require Education and Skills Funding Agency approval for operating leases except for some transactions relating to land and buildings.</p> <p>Any lease arrangement (in accordance with the academy trust handbook) must maintain the principles of value for</p>

CONTRACTUAL AGREEMENTS

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
			money, regularity, and propriety whether or not Education and Skills Funding Agency's prior approval is required.
Finance leases	Any	All finance leases must be referred to the Chief Finance and Operating Officer as Education and Skills Funding Agency approval is required.	Education and Skills Funding Agency prior approval must be sought for the following leasing transactions: <ul style="list-style-type: none"> > Taking up a finance lease on any class of asset for any duration from another party (borrowing) > Taking up a leasehold or tenancy agreement on land and buildings for another party for a term of seven or more years > Granting a leasehold interest, including a tenancy agreement, of any duration, on land and buildings to > another party.

PURCHASE OR SALE OF ANY FREEHOLD PROPERTY

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	Any	Education and Skills Funding Agency approval required	

CAPITAL PROJECTS / PURCHASES

SUBGROUP	VALUE (LIFETIME VALUE)	DELEGATED AUTHORITY	NOTES
	Up to £99,999	<ul style="list-style-type: none"> > Chief Executive; and > Chief Finance and Operating Officer 	FARM Committee informed.
	Over £100,000	<ul style="list-style-type: none"> > Board of Directors (Trustees) 	To be centrally procured and reported to the Board.
	Above PCR threshold (including VAT).	<ul style="list-style-type: none"> > Board of Directors (Trustees) 	Formal tendering process including formal PCR tendering requirement. Must be minuted at next Board meeting.
	Authority to accept other than lowest quote	<ul style="list-style-type: none"> > Chief Executive; and > Chief Finance and Operating Officer 	