



Scheme of Delegation

Review / Date	Reviewer	Adopted	Implemented
Update due to removal of Head of Trust Finance & Operations post	S. Buczak (Governance Manager)	13.12.23	13.12.23
Annual Review	S. Buczak (Governance Manager)	04.10.23	04.10.23
Annual Review	S. Barwick (Governance Manager)	27.09.22	27.09.22
Rebranding for new name of MAT	S. Barwick (Governance Manager)	No changes	03.03.22
Annual Review	S. Barwick (Governance Manager)	28.09.21	28.09.21
May 2021	J. Maw (CEO)	29.06.21	01.09.21
Terms of Reference updated only	S. Barwick (Governance Manager)	29.09.20	10.12.20
Original Version Created	S. Garrett (CEO)	08.07.19	01.09.19

1. Rationale behind the Scheme of Delegation

- 1.1. As a charitable company that is limited by guarantee, the Aspire North East Multi Academy Trust (**Trust**) is governed by a Board of Trustees who are responsible for and oversee the strategic control, management and administration of the Trust and the academies run by the Trust.
- 1.2. The Trustees are accountable to external government agencies including the Department for Education (**DfE**) (including any successor bodies), the Education and Skills Funding Agency (**ESFA**) and the Charity Commission for the quality of the education the Trust provides through its academies and the Trustees are required to have systems in place to assure themselves of quality, safety and good practice.
- 1.3. The Trust entered into a Master Funding Agreement on 01 April 2012.
- 1.4. A list of academies in the Trust is available at: <https://aspirenortheast.co.uk/index.php/schools/>
- 1.5. To discharge the responsibilities of running the Trust and ensure a deeper understanding of the unique needs of our academies, the Trustees appoint Local Governors to serve on Academy Councils, which ensure good governance of the individual academy-level in line with this Scheme of Delegation.
- 1.6. This Scheme of Delegation explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of its academies, the respective roles and responsibilities of the Trustees and the Academy Councils and the commitments to each other to ensure the success of the academies.
- 1.7. For the avoidance of doubt, where any existing, non-contractual, Trust policy conflicts with this Scheme of Delegation (save in the case of manifest error), then the Scheme of Delegation shall take precedence. Policies should be reviewed to ensure there is no conflict with the Scheme of Delegation.
- 1.8. In all issues of interpretation, the decision of the Chief Executive Officer (**CEO**), in consultation with the Chair of the Board of Trustees, is final. Where policies are not included in this Scheme of Delegation, these are a matter for the CEO and the Board of Trustees to action, following advice when this is necessary.

2. Our Vision and Values

We are a family of academies who share one vision:

To provide the highest quality education for young people in the community we serve.

Our vision goes beyond our own Trust. We want to contribute to the broader regeneration of our region by empowering our students to have high aspirations, achieve excellent outcomes and enjoy learning.

Mission

We will achieve our vision by being an excellent employer which ensures that all staff within and across our academies work together with high levels of moral integrity. We base every decision around one fundamental question: how will things improve for our young people as a result of this?

V	Value every member of our school community.
A	All policies and procedures provide clarity of purpose and are consistently applied.
L	Learning experiences are of high quality both within and beyond the classroom. We develop knowledge, skills and understanding, broaden horizons and inspire. We empower staff and students to demonstrate their own creativity, flare and passion for learning.
U	Understand that positive relationships are central to our success as a learning organisation. Our young people know that we work tirelessly in their best interests.
E	Expectations are high for all. Staff and students aspire to be the best they can now and in the future.
S	Success or failure for one represents success or failure for all.

3. Governance Structure

3.1. Central structure

See **Appendix 1 - Governance Structure Diagram**

All Members, Trustees and Local Governors must adhere to the 'Nolan Principles' of public life which are:

Selflessness: Holders of public office should act solely in terms of the public interest.

Integrity: Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships

Objectivity: Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias:

Accountability: Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness: Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty: Holders of public office should be truthful.

Leadership: Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

3.1.1. Members

Since the Trust is a charitable company limited by guarantee, the Members have a similar role to the shareholders in a company limited by shares. Employees of the Trust must not be appointed as Members. It is important to note that it is Trustees who have the duty and responsibility in law to conduct the business of the Trust subject to company and charity law, the articles of association and any direction from the Members. Accordingly, Members should therefore be 'eyes on and hands off' and avoid over stepping their powers or undermining the Board's discretion in exercising its responsibilities. However, Members have the power to remove any Trustee irrespective of how the individual was appointed to the Board of Trustees.

Members:

- Are the subscribers to the memorandum of association (where they are founding members).
- May, by special resolution, amend the articles of association subject to any restrictions created by the funding agreement or charity law.
- May, by special resolution, appoint new members or remove existing members other than, where there is one, the foundation/sponsor body and any members it has appointed.
- Have powers to appoint Trustees as set out in the Trust's Articles of Association and powers under the Companies Act 2006 to remove Trustees.
- May, by special resolution, issue direction to the Trustees to take a specific action.
- Appoint the Trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act).
- Have power to change the company's name and, ultimately, wind it up.

The Trust must have at least three Members. Members must not be employees of the Trust, nor occupy staff establishment roles on an unpaid voluntary basis.

3.2. Trustees, the Board of Trustees and Committees of the Board of Trustees

The Board of Trustees is required to approve a governance structure for the Trust which must be:

- Compliant with DfE requirements, company and charity law;
- Scalable and so adaptable to growth or change;
- Reviewed annually by the Trustees.

The governance structure complies with the Academy Trust Handbook and the Articles of Association.

3.2.1. The Trustees of the Trust are both charity Trustees and company directors.

3.2.2 The Trustees focus on:

- Strategic leadership of the academy trust – the board defines the trust vision, fosters the trust's culture and sets its strategy, including determining what (if any) governance functions are delegated
- Accountability and assurance – robust oversight of the trust's operations and performance
- Engagement – strategic oversight of relationships with stakeholders (parents, schools and communities)

3.2.2. The Trustees must apply the highest standards of governance and take full ownership of their duties. They must ensure the Trust complies with the Trust's charitable objects, with company and charity law, and ensure the Trust complies with its funding agreements.

3.2.3. The Trustees must ensure regularity and propriety in use of the Trust's funds, and achieve economy, efficiency and effectiveness.

3.2.4. The Chair of the Board of Trustees is responsible for ensuring the effective functioning of the Board and setting professional standards of governance.

3.2.5. The Board may delegate functions to committees. Each committee (other than those in the Trust constituted as an Academy Council) must contain a majority of Trustees, but it may also include other people the Board chooses to appoint.

3.2.6. Scrutiny of Trust-wide performance and finance and audit are strengthened further through committees that report into the main Board of Trustees:

3.2.6.1. The Finance and General Purposes Committee (incorporating audit and risk); and

3.2.6.2. The Curriculum, Standards and Pupil Welfare Committee.

Further information and the full terms of reference for these committees are set out in **Appendix 2 (Terms of Reference)**.

- 3.2.7. Trustees should follow the guidance of high quality governance as described in the [Trust Quality descriptions](#).
- 3.2.8. The Board should identify the skills and experience that it needs, and address any gaps through recruitment, and/or induction, training and other development activities especially at key transition points. The Board may also take the same steps for any Academy Councils.
- 3.2.9. The Board of Trustees manage the business of the Trust.
- 3.2.10. The Board of Trustees can remove from office any Trustee that they have appointed in accordance with the articles of association and company law.

3.3. Chief Executive Officer (CEO) / Accounting Officer

- To be the strategic leader for the Trust and be accountable for the performance at all Trust academies.
- To ensure compliance with the requirements of the Master Funding Agreement and Supplemental Funding Agreements for the Trust.
- To be the Accounting Officer for the Trust, personally responsible for the propriety and regularity of the public finances in your charge ensuring that the Trust remains in good financial health with an appropriate level of reserves.

3.4. Chief Financial Officer (CFO)

- Development of the financial and management accountant functions of the Trust, in line with DFE, Companies House and Charity Commission requirements.
- Ensure that all financial and other information is returned on a timely and accurate basis.
- Lead on the development of multi-year budgets aligned to the Trust's improvement plan, ensuring all activities are appropriately and accurately costed and taking intervention action as required.
- To effectively manage a wide range of business service contracts to ensure best value for the Trust.

3.5. Trust Academies

- 3.5.1. Each academy is ultimately governed by the Trust. The Trust shall have regard to (but for the avoidance of doubt shall not be bound by) any guidance as to the governance of the academies that the Secretary of State may publish.
- 3.5.2. The Trust will establish, for each academy, an Academy Council, whose role is to oversee the running of the academy on behalf of the Trust.
- 3.5.3. For schools / academies new to the Trust, the membership of the Academy Council shall be for the Trust to decide in consultation with the Chair of the predecessor school / academy's Governing Body.
- 3.5.4. The personnel of all of the academies in the Trust are employed by the Trust and managed by the Board of Trustees ultimately, together with the support and governance of the Academy Council.

3.6. The Board of Trustees

3.6.1. Terms of Reference for the Board of Trustees

See Appendix 2 (Terms of Reference)

3.6.2. Membership and Quorum of the Board of Trustees

- The Chair and Vice Chair of the MAT Board will be elected on a bi-annual basis at the first meeting in the autumn term. No Trustee employed by the Trust will act as Chair or Vice Chair. In the absence of the Chair and Vice Chair, the Board will elect a temporary replacement from those Trustees present at the meeting.
- The Governance Professional (previously known as Clerk) to the MAT Board is appointed by the Board of Trustees at the first meeting of the Board in the autumn term.
- The quorum is three members of the Board.

3.6.3. Meetings of the Board of Trustees

- The Board of Trustees meets at least termly, in each academic year, but as regularly and as often as is necessary.
- The Governance Professional to the MAT Board will circulate an agenda for each meeting (with supporting documents if available) not later than seven clear days before each Board Meeting.
- Attendance at each Board Meeting, issues discussed and recommendations for decisions will be recorded. The written record will be included on the agenda of the next meeting of the Board of Trustees.
- In the event of a need to make genuinely urgent decisions between meetings of the Board of Trustees in terms of matters falling within the remit of the Board, the Chair will take appropriate action on behalf of the Board.

3.7. Composition of Academy Councils

Type of Academy Council Member	Number	Term of Office	How they are elected
Local Governors (including the Chair and Vice Chair) to include at least 2 Parent Governors	Up to 9	3 years	By resolution of the Board of Trustees. The Board will consider all representations made by the Academy Council when considering the election or re-election of the Academy Council. The Board will consider all representations made by the Academy Council when considering the re-election of the Chair.

3.7.1. Resignation, suspension and removal of members of an Academy Council

- 3.7.1.1. A person serving on the Academy Council shall cease to hold office if they resign their office by notice to the Academy Council (but only if and only in the case of resignation, under this paragraph, at least three (3) persons remain in office when the notice of resignation is to take effect).
- 3.7.1.2. If any person who serves on the Academy Council in their capacity as a staff member at the academy ceases to work at the academy, then they shall be deemed to have resigned and shall cease to serve on the Academy Council automatically on termination of their work at the academy.
- 3.7.1.3. If any person who serves on the Academy Council is appointed as a Member or Trustee of the Trust, then they shall be deemed to have resigned and shall cease to serve on the Academy Council automatically on their appointment as a Member or Trustee of the Trust.
- 3.7.1.4. If any person who serves on the Academy Council becomes disqualified from serving as a local governor under the laws and regulations of England and Wales or Trust policies, then they shall cease to hold office from the date their disqualification was notified to the Governance Professional.
- 3.7.1.5. A person serving on the Academy Council shall cease to hold office if they are removed by the Academy Council for being absent without the permission of the chair of the Academy Council from all the meetings of the Academy Council held within a period of six (6) months.
- 3.7.1.6. A person serving on the Academy Council may be suspended temporarily by the Board of Trustees in circumstances which, in their absolute discretion the Trustees consider may result in the removal of the Academy Council member from office under paragraph 3.7.1.7.
- 3.7.1.7. A person serving on the Academy Council shall cease to hold office if they are removed by the person or persons who appointed them. Whilst acknowledging that no reasons need to be given for the removal of a person who serves on the Academy Council by the person or persons who appointed them, any failure to uphold the values of the Trust and/or any of the Trust's academies any shortfall in adhering to the Trust's Code of Conduct for Trustees and Local Governors or any failure to act in a way which is appropriate in light of this Scheme of Delegation shall be taken into account. A person may also be removed from an Academy Council by the Trustees but only after the Trustees have given due regard to any representations by the Academy Council. This paragraph does not apply in respect of a person who is serving as a parent member on the Academy Council.
- 3.7.1.8. A resolution to remove a member of the Academy Council from office, which is passed at a meeting of the Academy Council, shall not have effect unless the matter of the removal from office is specified as an item of business on the agenda for the meeting.

3.8. Communication between the Board of Trustees and Academy Council

- 3.8.1. The Board of trustees meets at least termly but as regularly and as often as is necessary. The Finance & General Purpose Committee of the Board of Trustees meets at least once per term.

- 3.8.2. The Chair of the Board of Trustees and the CEO will schedule meetings with the Headteacher and Chairs of the Academy Council as and when required. This provides an opportunity for information sharing between the Board of Trustees and Academy Councils and allows for issues to be raised which may have influence across the broader family as well as for individual academies themselves.
- 3.8.3. "Trust Matters" will be a standing item on all Academy Council agendas to help to ensure effective communication.

4. Central Functions and Funding

- 4.1 As a Family of Schools the Trust aims to have the greatest amount of impact both in terms of improving outcomes for children and in ensuring good value for money (VFM) so that the Trust is in the position to sustain improvement year on year and be in the position, potentially, to grow.
- 4.2 The Trust takes a contribution from each academy within the Trust to access all shared functions and services.
- 4.3 When necessary, specific charges are made for bespoke intervention when curriculum and performance require, e.g. long term or significant deployment of interim personnel.

5. Budget Setting

- 5.1 All final academy and central team budgets must be submitted to the Board for ratification in time to meet the Education and Skills Funding Agency (**ESFA**) deadlines.
- 5.2 The CEO / Headteacher and the Chief Financial Officer will provide input and set budgets which will need to be presented and approved by the Finance and General Purpose Committee, on behalf of the Board of Trustees. Any modifications to proposed plans will be undertaken in consultation with the academies.

6. Overview of Delegated Authority

Delegated Duty	Delegated Authority	Comment
Admissions	Academy Council	All academies will comply with the School Admissions Code and legal and regulatory framework relating to School Admissions.
Published Admission Number (PAN)	CEO	As their own admission authority, academies and free schools are not required to consult on their PAN where they propose either to increase or keep the same PAN

Capital Programme	Finance & General Purpose Committee for overall programme with some smaller budget allocation delegated to the Chief Financial Officer	Proposed capital programmes need to be submitted in line with ESFA requirements with the approval of the Chief Financial Officer, Headteacher and CEO.
Health and Safety	Board of Trustees Advice from Academy Councils and implementation delegated to academies	It is the responsibility of the Board of Trustees to ensure that health and safety laws are adhered to and that the appropriate health and safety certificates are in place. The operational compliance of this function will be delegated on a day-to-day basis to the Deputy Head: Estates, Logistics, Health & Safety and the Estates Team
Income Generation	Academy Council	Any income generated by an academy belongs to the Trust. Such income will be invested by the Trust in keeping with the charitable objects of the Trust to further the education and learning of students within the Trust.
Insurance	Board of Trustees	The Trust purchases insurance through RPA who are DfE approved.
Investments	Board of Trustees	Refer to Treasury Management Policy
Permanent Exclusions	Headteacher, Academy Council / Board of Trustees	All academies will follow the statutory guidance for those with legal responsibilities in relation to exclusion published by the Department for Education (DfE). The Board of Trustees will be responsible for arranging an Independent Referral Panel (IRP) if needed.
Private Finance Initiative (PFI)	Board of Trustees	Where capital projects are approved within PFI buildings, the Chief Financial Officer must be satisfied that all appropriate procurement has taken place.
Service Level Agreements / Contracts (subject to financial limits set out below)	Individual academies: Finance & General Purposes Committee of the Board of Trustees with prior approval from the Chief Financial Officer and CEO	Depending on the context of each academy, each academy may have different Service Level Agreements (SLAs) / Contracts in place. It is the responsibility of the Finance & General Purpose Committee to negotiate new SLAs / Contracts.

	Trust and Central Service Costs: Finance & General Purposes Committee of the Board of Trustees	Negotiation of SLAs need to be entered into only with the full knowledge of the Chief Financial Officer and CEO. In some cases, SLAs / Contracts will be negotiated at Trust-level, in consultation with relevant academies.
Safeguarding	Board of Trustees Operation and first level monitoring of policy will be the responsibility of academies	The Trust and each academy is bound by all relevant statutory and regulatory provisions for safeguarding. It is imperative that all Trust and academy staff read Part 1 of the DfE guidance: Keeping Children Safe in Education: for schools and colleges. All academies will follow the Trust's policy on safeguarding. The same staff identification scheme (lanyards) will operate in all academies.
Special educational needs and disability (SEND)	Board of Trustees Designated Trustee(s) Academy leadership teams SEN co-ordinators (SENCOs) and All classroom teachers	All academies will comply with the special educational needs and disability code of practice: 0 to 25 years and the legal and regulatory framework relating to SEND.

7. Financial Levels of Authority

7.1.1 All procurement must be carried out in compliance with the requirements and principles of the:

7.1.2 Trust Funding Agreements;

7.1.3 Academy Trust Handbook;

7.1.4 Trust Financial Regulations; and

7.1.5 EU Treaty Principles, non-discrimination and equal treatment, transparency, proportionality and mutual recognition. For most goods and services where contracts will have a value over their lifetime in excess of the applicable published financial thresholds, a strict procedure must be followed in compliance with the Public Contracts Regulations 2015 (as amended) and related regulations.

7.2 Notes

- 7.2.1 All roles expressed define minimum levels of authority and therefore more senior officers can exercise the delegated authority given to those they line-manage.
- 7.2.2 References to roles shall include those formally appointed as “acting”. For example the term ‘CEO’, will include ‘Acting CEO’.
- 7.2.3 Any other delegated Authority not described herein would need to be referred to the Board of Trustees for a decision.

REVENUE			
Delegated Duty	Value	Delegated Authority NB – In the absence of a specified role the authority to act can be exercised by a more senior officer	Comment
Ordering goods and services	Up to £2,000	Budget Holder	
	£2,000 - £15,000	Budget Holder & Finance Officer or Chief Financial Officer	
	£15,001 - £20,000	Chief Financial Officer	
	Up to £30,000	CEO	
	Over £30,000	MAT Finance & General Purpose Committee	
Value for money	Up to £5,000	CEO / Headteacher / Chief Financial Officer	Up to £5,000 evidence of price sourcing and value for money by way of either verbal, written or website prices
	£5,001 - £10,000	CEO / Headteacher / Chief Financial Officer	At least two verbal or written quotations should be obtained for all orders between £5,000 and £10,000 to identify the best source of the goods/services. Routine quotes should be recorded on the requisition form; all other quotes will be held in a central file. If the lowest quote has not been accepted the reason must be recorded and approved by the Chief Financial Officer
	£10,001 - £30,000	CEO / Headteacher / Chief Financial Officer	At least three written quotations should be obtained. Written details of quotations obtained should be retained by budget

	£30,001 - £75,000	<p>MAT Finance & General Purpose Committee</p> <p>These limits are based on the principles of good value for money. If the lowest quotation is not taken, a written explanation must be attached with three (3) quotes to a PO, for approval by CEO / Chief Financial Officer.</p>	<p>holders for audit purposes. Full records should be kept of all criteria used for evaluation and a report should be prepared recommending a decision for approval by the joint Finance and General Purpose Committee</p> <p>3 written quotations required</p> <p>All goods/services ordered with a value over £75,000, or for a series of contracts, which in total exceed £75,000 must be subject to formal tendering procedures. Contracts with estimated values above UK procurement thresholds (£213,477 including VAT) must be run under fully compliant procurement procedures.</p>
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CAPITAL AND OTHER			
Delegated Duty	Value	Delegated Authority	Comment
		NB – In the absence of a specified role the authority to act can be exercised by a more senior officer	
Ordering goods/services and contract variations.	Up to £30,000 per contract	<p>CEO and Chief Financial Officer</p> <p>Over £30,000 with the agreement of the Chair of the Board of Trustees</p>	
Write-off bad debts	<p>Up to £500 (pupil related)</p> <p>Over £500 and all other write-offs</p>	<p>CEO</p> <p>MAT Finance & General Purpose Committee</p>	Finance and General Purposes Committee to receive an annual report listing all debts written off.

	<p>ESFA approval must be sought should the delegated limits be passed in respect of writing off debts and losses AND entering into guarantees etc:</p> <ul style="list-style-type: none"> • 1% of total annual income or £45,000 whichever is smaller per transaction; • cumulatively 2.5% of the total annual income for trusts that have not submitted timely, qualified accounts for the previous 2 years (to a maximum of £250,000); and • cumulatively 5% of total annual income for trusts that have submitted timely, unqualified accounts (subject to a £250,000 maximum).
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CAPITAL AND OTHER			
Delegated Duty	Value	Delegated Authority NB – In the absence of a specified role the authority to act can be exercised by a more senior officer	Comment
Write-off overpayments to staff.	Up to £1,000	CEO	<p>ESFA approval must be sought should the delegated limits be passed in respect of writing off debts and losses AND entering into guarantees etc:</p> <ul style="list-style-type: none"> • 1% of total annual income or £45,000 whichever is smaller per transaction; • cumulatively 2.5% of the total annual income for trusts that have not submitted timely, qualified accounts for the previous 2 years (to a maximum of £250,000); and • cumulatively 5% of total annual income for trusts that have submitted timely, unqualified accounts (subject to a £250,000 maximum).
	Over £1001	MAT Finance & General Purpose Committee	
Purchase or sale of freehold property	All	Board of Trustees, CEO and Chief Financial Officer plus DfE approval required	Board of Trustees and ESFA prior approval required in all cases.
Granting or taking up of any leasehold or tenancy agreement exceeding 3 years	All	Board of Trustees, CEO and Chief Financial Officer plus DfE approval required	Board of Trustees and ESFA prior approval required in all cases.

CAPITAL AND OTHER			
Delegated Duty	Value	Delegated Authority NB – In the absence of a specified role the authority to act can be exercised by a more senior officer	Comment
Staff severance & compensation payments (contractual)	All	CEO with approval from the MAT Finance & General Purpose Committee	ESFA prior approval to be sought for all payments in excess of £50,000
Staff severance & compensation payments (non-contractual)	All	CEO with approval from the MAT Finance & General Purpose Committee	ESFA prior approval to be sought for all payments in excess of £50,000
Borrowing (loans, overdrafts and credit cards etc.)	All	Chief Financial Officer	Chair of the Trust Board or their delegated Trustee and ESFA prior approval to be sought for any transactions.
Leasing (finance leases or granting of lease)	All	CEO or Chief Financial Officer	Chair of the Trust Board or their delegated Trustee and ESFA prior approval to be sought for any transactions.
Use of consultants	All	CEO or Chief Financial Officer	
HMRC payments	All	CEO or Chief Financial Officer	

8. HR Levels of Authority

- 8.1 All appointment panels must contain at least one member who has undertaken Safer Recruitment Training.
- 8.2 The CEO may nominate an alternative representative, where applicable, if they are unavailable to sit on a panel for any reason.
- 8.3 Panels must be made up of a minimum of three members.
- 8.4 The Chief Financial Officer should know of all appointments before they proceed, via the “Approvals” process.

APPOINTMENTS	
HR advice to ensure compliance with Pay Policy, pay parity across the Trust with all new appointments and in line with the School Teachers' Review Body (STRB) recommendations and non-teaching post local agreements. In reviewing pay scales the Board of Trustees will have regard to any changes to national pay bands contained within the STP&C Document. The Board will consider any recommended future uplift to the national framework and will decide annually on whether or not these should be applied.	
CEO	Board of Trustees (minimum of three Trustees to include the Chair of the Board). The Board of Trustees to determine the nature and extent of stakeholder involvement in the appointments process.
Chief Financial Officer	Three Trustees from Finance & General Purpose Committee (to include the Chair and panel to include the CEO). The Finance & General Purpose Committee to determine the nature and extent of stakeholder involvement in the appointments process.
Headteacher / Head of School	CEO, Chair of Trustees or nominee and one other as determined by the Chair of Trustees
Deputy or Acting Headteacher	CEO, Chair of Trustees or nominee and one other as determined by the CEO
Senior Leadership Positions	CEO, Chair of Trustees or nominee and one other as determined by the CEO
Head of Department / Curriculum Leader	CEO / Headteacher, Deputy / Assistant Headteacher and one other as determined or not by the CEO / Headteacher.
Teaching and learning responsibility (TLR) Posts	CEO / Headteacher, Deputy / Assistant Headteacher and one other as determined or not by the CEO / Headteacher.
All other Teaching posts	CEO / Headteacher, Deputy / Assistant Headteacher and one other as determined by the CEO / Headteacher.
All other Support Staff posts	CEO / Headteacher or SLT nominee, line manager of the post and other as determined by the CEO / Headteacher.

9 DISCIPLINARY - HEARING CASES AND DISMISSALS

9.1 If, after initial assessment, it is deemed that there is a safeguarding issue, the matter, in the first instance should be referred to the Local Authority Designated Officer (LADO).

9.2 This delegation model shall apply for the following:

9.2.1 Suspension;

9.2.2 Disciplinary;

9.2.3 Capability (professional competence);

9.2.4 Ill Health Capability;

9.2.5 Redundancy;

9.2.6 Some other substantial reason; and

9.2.7 Should an instance arise where those with delegated authority are precluded through conflict of interest, the final arbiter shall be designated by the Board of Trustees.

For all suspensions and lifting of suspensions, the following delegation model shall apply:

Posts	Delegated Authority (advice must be taken from HR before taking action)
CEO	Chair of Trustees or nominated Trustee
Headteacher / Head of School	CEO or Trustee
All other staff below Headteacher	Headteacher / CEO

**For all disciplinary cases and dismissals (including ill health and capability), the following delegation model shall apply.
In all cases, advice must be taken from HR before taking action.**

Posts	Initial investigation	Hearing (Investigator presents)	Appeal
CEO	Trustee (not Vice Chair) nominated by Chair of Trustees	Chair or Vice Chair of Trustees	3 Trustees not previously involved
Headteacher / Head of School	CEO	Chair or Vice Chair of Trustees	3 Trustees not previously involved
Deputy Headteacher	Headteacher / CEO / Head of School	CEO / Chair or Vice Chair of Trustees	3 Trustees not previously involved
Member of SLT	Deputy Headteacher / Head of School / Headteacher / CEO	CEO / Chair or Vice Chair of Trustees	3 Trustees not previously involved
All other staff below SLT	Headteacher / member of SLT nominated by Headteacher	CEO	3 Trustees

10 GRIEVANCE HEARINGS AND COMPLAINTS PROCEDURE

10.1 Should an instance arise where those with delegated authority are precluded from acting through conflict of interest, the final arbiter shall be designated by the Board of Trustees.

For all grievance cases, the following delegation model shall apply. In all cases, advice must be taken from HR before taking action.			
Posts	Initial investigation	Hearing (Investigator presents)	Appeal
CEO	Trustee (not Vice Chair) nominated by Chair of Trustees	Chair or Vice Chair of Trustees	3 Trustees not previously involved
Headteacher / Head of School	CEO	Chair or Vice Chair of Trustees	3 Trustees not previously involved
Deputy Headteacher	Headteacher / CEO	CEO / Chair or Vice Chair of Trustees	3 Trustees not previously involved
Member of SLT	Deputy Headteacher / Headteacher / CEO	CEO / Chair or Vice Chair of Trustees	3 Trustees not previously involved
All other staff below SLT	Headteacher / member of SLT nominated by Headteacher	CEO	3 Trustees
Settlement agreements	Covered under Finance		

11 MISCELLANEOUS

Signature of letter of appointments and contracts of employment	Delegated Authority
CEO	Chair or Vice Chair of Trustees
Headteacher	Chair of Trustees or CEO
All other posts	CEO or Headteacher
Teachers Pay – Threshold/UPS	CEO or Headteacher
Acting up Payments / Additional Payments in accordance with Trust Pay Policy	Delegated Authority
CEO	Board of Trustees
Headteacher	CEO
All other posts	CEO or Headteacher
Any additional payment for external work, e.g. through Teaching School	CEO or Headteacher
Performance Management	Delegated Authority
CEO	Chair of Trustees plus one other Trustee
Headteacher	CEO
Deputy Headteacher	CEO / Headteacher
All other posts	In accordance with the list of agreed reviewers approved by the CEO / Headteacher

Re-grading/Re-designation/increase in hours (Permanent or Fixed Term)	Delegated Authority
Posts with salaries in excess of £60,000 (Excl. on-costs)	Board of Trustees
Posts with salaries below £60,000 (Excl. on-costs)	CEO / Headteacher with approval from CEO / Chief Financial Officer
Determination of Pay Ranges (informed by STRB recommendations for size of school for SLT appointments)	Delegated Authority
CEO	Board of Trustees
Headteacher	Board of Trustees on advice from the CEO
Posts with a salary in excess of £60,000	Finance & General Purpose Committee of Board of Trustees, on advice from CEO in consultation with the Chief Financial Officer
Posts with a salary less than £60,000	CEO in consultation with the Chief Financial Officer
Determination of Pay Progressions	Delegated Authority
CEO	Board of Trustees on recommendation of Chair of Trust, informed by Performance Management
Headteacher	Finance & General Purpose Committee of Board of Trustees on recommendation of CEO, informed by Performance Management
All other staff below Headteacher	Finance & General Purpose Committee of Board of Trustees on recommendation of Headteacher / CEO, informed by Performance Management
Accelerated progression of all posts below Headteacher	Finance & General Purpose Committee of Board of Trustees on recommendation of Headteacher / CEO, informed by Performance Management
Pay Appeals	Delegated Authority
CEO	Board of Trustees
All other staff	3 Trustees not on the Finance & General Purpose Committee
Other	Delegated Authority
Staffing re-structures	CEO in conjunction with the Chief Financial Officer. Advice must be sought from HR
Creation of permanent new posts with salary above £60,000	CEO / Chief Financial Officer with approval from Finance & General Purpose Committee of Board of Trustees
Creation of permanent new posts with salary up to £60,000	CEO / Chief Financial Officer
Revisions to Pay and Conditions	Finance & General Purpose Committee of Board of Trustees on recommendation from CEO
Decision to make Redundancies	Finance & General Purpose Committee of Board of Trustees on recommendation from CEO
Authorisation of redundancy/early retirement payments	Finance & General Purpose Committee of Board of Trustees
Administration of employment contracts, pay and conditions of service	Head of HR on advice from HR provider

12 Reservation of powers

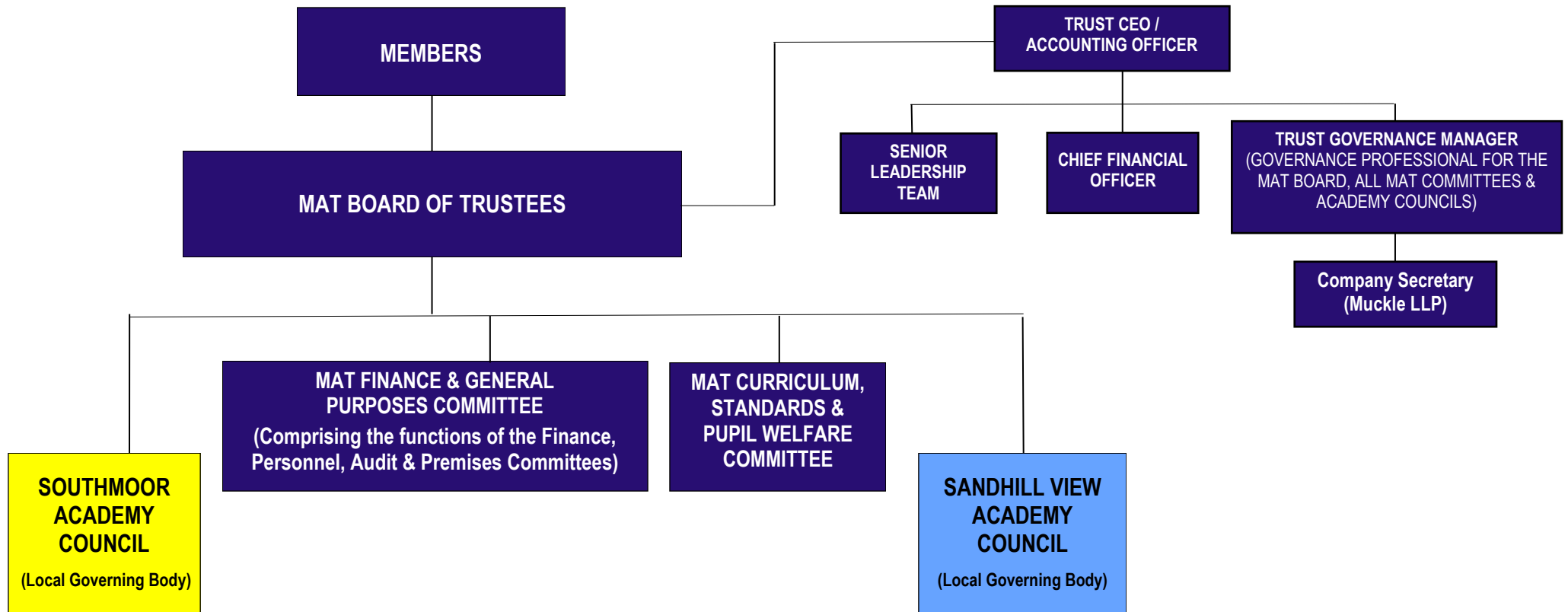
- 12.1 The Trustees, having overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of academies and in particular the relevant Academy, may exercise functions and powers delegated to the Academy Council under this Scheme of Delegation in the event of at least one of the following circumstances occurring:
- 12.1.1 the relevant Academy is placed in an Ofsted category of concern or deemed “Requires Improvement”;
 - 12.1.2 in the absolute discretion of the Trustees, the relevant Academy is deemed not to be acting in accordance with this Scheme of Delegation or is otherwise not acting in accordance with the Vision and Values Statements of the Trust as set out in paragraphs 2.1 to 2.3;
 - 12.1.3 the relevant Academy is deemed to be at financial risk in accordance with the Trust’s financial monitoring framework or the Academy Trust Handbook, or the internal or external auditors; and/or
 - 12.1.4 the relevant Academy is at risk of breaching statutory or regulatory provisions.



SCHEME OF DELEGATION: APPENDIX 1

Trust Governance Structure

Trust Wide Southmoor specific Sandhill View specific





APPENDIX 2 - TERMS OF REFERENCE: MAT BOARD OF TRUSTEES

Purpose of the Board
<ul style="list-style-type: none"> • Provide robust accountability. • Oversee and quality assure of each Academy's educational and financial performance. • Set and ensure the vision, ethos and strategy. • Make sure rigorous accountability drives up educational standards by holding leaders to account for educational performance. • Overseeing and ensure effective management of finance. • Overseeing the appointment of people with the right skills, experiences, qualities and capacity. • Ensure compliance at every level. • Evaluate and monitor to improve the quality and impact of governance.
Frequency of Meetings
<ul style="list-style-type: none"> • The Board of Trustees meets at least termly, in each academic year, but as regularly and as often as is necessary.
Membership and Quorum
<ul style="list-style-type: none"> • The Chair and Vice Chair of MAT Board will be elected on a bi-annual basis at the first meeting in the autumn term. No Trustee employed by the Trust will act as Chair or Vice Chair. In the absence of the Chair and Vice Chair, the Board will elect a temporary replacement from those Trustees present at the meeting. • The Governance Professional for the MAT Board is appointed by the Board of Trustees at the first meeting of the Board in the autumn term. • The quorum is three members of the Board.
Meetings
<ul style="list-style-type: none"> • The Governance Professional for the MAT Board will circulate an agenda for each meeting (with supporting documents if available) not later than seven clear days before each Board Meeting. • Attendance at each Board Meeting, issues discussed and recommendations for decisions will be recorded. The written record will be included on the agenda of the next meeting of the Board of Trustees. • In the event of a need to make genuinely urgent decisions between meetings of the Board of Trustees in terms of matters falling within the remit of the Board, the Chair will take appropriate action on behalf of the Board. Any urgent decisions exercised within the Chair's Emergency Powers will be reported to the Board.
Terms of Reference
<ul style="list-style-type: none"> • To ensure compliance with the provisions of the Funding Agreements with the Secretary of State. • To ensure compliance with all statutory regulations and Acts of Parliament governing the operation of the academies in the Trust. • Setting the vision, ethos and strategy for the Trust and its academies over the next year. • Providing clarity to: <ul style="list-style-type: none"> - Determine each individual Academy's vision, ethos and strategic direction - The performance management of each Academy's Headteacher/SLT - Determine human resources and procurement policy and practice - Oversee the budget across the MAT - Assess the risks for each Academy - Ensure rapid school improvement and intervention • Overview and scrutiny of each Academy's education performance data and standards. • Engaging with each Academy's communities, parents, pupils and staff. • Contributing to developing collaborative relationships beyond the Multi Academy Trust.

- To appoint:
 - The Governance Professional & Company Secretary
 - The Internal & External Auditors
 - The Trust's Accounting Officer
 - The Chief Executive Officer
 - The Headteacher / SLT (as appropriate) of each Academy
- Ensuring that there is a strong and effective executive leadership structure and personnel in place across the Trust.
- Overview and scrutiny of the Trust's financial capability and management systems to ensure compliance with the Academies Financial Handbook, and deliver best value for money.
- To ensure safeguarding procedures are in place and at least one Trustee has completed the safeguarding training along with the Chief Executive Officer and the Headteacher of each Academy.
- Ensuring Headteachers/SLT are challenged to improve the education of pupils.
- The determination of the published admission number, admissions policy and admission arrangements for each Academy in accordance with the School Admissions Code.
- Establishing the governance structures for the Academy Trust, from Members to Academy level, in keeping with the Articles of Association.
- Developing the Trust Board to ensure that it has the capacity, skills and succession plans to have a positive impact on outcomes for pupils.
- Setting the level at which other committees and the Academy Council will have authority and accountability through the Scheme of Delegation (to be reviewed annually) and delegation of functions as deemed appropriate by the Board.



APPENDIX 2 - TERMS OF REFERENCE: MAT FINANCE & GENERAL PURPOSE COMMITTEE

Purpose of the Committee
<ul style="list-style-type: none">• To assist the decision making of the Aspire North East Multi Academy Trust Board of Trustees by enabling more detailed consideration to be given to the best means of fulfilling the Board's responsibility to ensure sound management of the Trust's finances, staffing and resources, including proper planning, monitoring and audit responsibilities.• To make appropriate comments and recommendations on such matters to the Board of Trustees on a regular basis. Major issues will be referred to the Board of Trustees for ratification.• To advise the Board of Trustees on the adequacy and effectiveness of the Trusts' systems of internal control and its arrangements for risk management, control and governance processes, and securing economy, efficiency and effectiveness (value for money) and that the systems are rigorous and constantly reviewed.
Frequency of Meetings
<ul style="list-style-type: none">• There should be a minimum of six meetings in each school year at which time the Income and Expenditure reports can be approved. In the interim, monthly reports detailing variances will be circulated to the Chief Executive Officer and will be available if requested by members of the Finance and General Purposes Committee.
Membership and Quorum
<ul style="list-style-type: none">• Membership shall be agreed on an annual basis at the first meeting of the Board of Trustees in the autumn term.• The Chair of the Finance and General Purposes Committee will be elected by the Finance and General Purposes Committee on an annual basis at the first meeting in the autumn term. No Trustee employed by the Trust will act as Chair to the Finance and General Purposes Committee. In the absence of the Chair, the Finance and General Purposes Committee will elect a temporary replacement from among the members of the Finance and General Purposes Committee who are present at the meeting.• The Governance Professional for the Finance and General Purposes Committee is appointed by the Board of Trustees and ratified by the Finance and General Purposes Committee.• The quorum is three Trustees of the Finance and General Purposes Committee.
Meetings
<ul style="list-style-type: none">• The Governance Professional for the Finance and General Purposes Committee will circulate an agenda for each meeting (with supporting documents if available) not later than seven clear days before each Finance and General Purposes Committee meeting.• Attendance at each Finance and General Purposes Committee meeting, issues discussed and recommendations for decisions will be recorded. The written record will be included on the agenda of the next meeting of the Board of Trustees.• Only Trustees who are members of the Finance and General Purposes Committee may vote at Finance and General Purposes Committee meetings. Where necessary, the elected Chair of the Finance and General Purposes Committee may have a second or casting vote.• In the event of a need to make genuinely urgent decisions between meetings of the Finance and General Purposes Committee in terms of matters falling within the remit of the Finance and General Purposes Committee, the Chair of the Board of Trustees, in consultation with the Chair of the Finance and General Purposes Committee, will take appropriate action on behalf of the Finance and General Purposes Committee.
Terms of Reference
<ul style="list-style-type: none">• To establish and maintain a transparent system of prudent and effective internal controls.• To consider each Academy's indicative funding, notified annually by the Education and Skills Funding Agency (ESFA), and to assess its implications for the Academy, in consultation with the Chief Executive Officer, in advance of the financial year, drawing any matters of significance or concern to the attention of the Board of

Trustees.

- To consider and recommend acceptance/non-acceptance of each Academy's budget as well as the shared central Trust budget, prior to the start of each financial year, and in line with ESFA deadlines.
- To monitor the delivery of services in order to maximise value for money by ensuring services are delivered in the most economical, efficient and effective way within available resources.
- To contribute to the formulation of the MAT's strategic plan, through the consideration of financial priorities and proposals, in consultation with the Chief Executive Officer, and within the stated and agreed aims and objectives of the Trust.
- To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the development plan.
- To liaise with and receive reports from the other committees of the Board of Trustees, as appropriate, and to make recommendations to those committees about the financial aspects of matters being considered by them.
- To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Trust, and within the financial regulations of the ESFA, drawing any matters of concern to the attention of the Board of Trustees.
- To ensure the Trust has adequate insurance cover to support its activities and to comply with statutory requirements including building and contents, business interruption, employers and public liability cover and for vehicles operated by the Academies within the Trust.
- To determine the staffing complement for the Trust in line with the Strategic Plan. This includes overseeing any staffing reduction or appointment procedures as necessary including consultation with teacher associations and trade unions as appropriate.
- To conduct agreed arrangements for recruitment and selection of all Trust staff (unless delegated to a separate committee or the Chief Executive Officer / Headteacher).
- To agree and oversee the application of the Trust's pay policy.
- To oversee health & safety and estates management matters across the Trust.



APPENDIX 2 - TERMS OF REFERENCE: MAT CURRICULUM, STANDARDS AND PUPIL WELFARE COMMITTEE

Purpose of Committee
<ul style="list-style-type: none">To consider and advise the Board of Trustees on matters relating to the performance of each Academy within the Trust.To ensure the progress made of vulnerable learners across the Trust is monitored and challenged.To challenge any variability of outcomes between academies within the Trust.To monitor and review progress against the academy level progress targets in the Trust's strategic plan.
Frequency of Meetings
<ul style="list-style-type: none">There should be a minimum of three meetings in each school year.
Membership and Quorum
<ul style="list-style-type: none">Membership shall be agreed on an annual basis at the first meeting of the Board of Trustees in the autumn term.The Chair of the Committee will be elected by the Committee on an annual basis at the first meeting in the autumn term. No Trustee employed by the Trust will act as Chair to the Curriculum, Standards and Pupil Welfare Committee. In the absence of the Chair, the Committee will elect a temporary replacement from among the members of the Committee who are present at the meeting.The Governance Professional for the Curriculum, Standards and Pupil Welfare Committee is appointed by the Board of Trustees and ratified by the Committee at the first meeting of the Committee in the autumn term.The quorum is three members of the Committee.
Meetings
<ul style="list-style-type: none">The Governance Professional for the Committee will circulate an agenda for each meeting (with supporting documents if available) not later than seven clear days before each Committee meeting.Attendance at each Committee meeting, issues discussed and recommendations for decisions will be recorded.The written record will be included on the agenda of the next meeting of the Board of Trustees.Only Trustees who are members of the Committee may vote at Committee meetings. Where necessary, the elected Chair of the Committee may have a second or casting vote.In the event of a need to make genuinely urgent decisions between meetings of the Committee in terms of matters falling within the remit of the Committee, the Chair of the Board of Trustees, in consultation with the Chair of the Curriculum, Standards and Pupil Welfare Committee, will take appropriate action on behalf of the Committee.
Terms of Reference
<ul style="list-style-type: none">Hold the academies to account for the development of the curriculum in line with the Trust's Vision and Strategy. This should be informed by local stakeholder consultation, including the views of pupils, families and community representatives as appropriate.Hold the academies to account for the performance of students in each year group.Approve the School Improvement Plan for each Academy and monitor the implementation of the plan through receipt of a termly summary of progress from the HT. The Committee should report back to the full Board of Trustees on a regular basis.Monitor the progress, attainment and achievement of Year 7 to 13 students, ensuring that targets in each academy has the potential to transform education.Hold academies to account for the performance of different groups of students, especially Pupil Premium and those with SEND and to monitor the impact of Pupil Premium and any other related funding on pupil performance and outcomes.Monitor attendance, behaviour and exclusions and its impact on achievement.

- Hold the academies to account for improvements in under-performing departments through rigorous evaluation of rapid action plans (RAPs).
- To consider, review and approve designated Trust-wide policies and strategies for the curriculum, teaching, learning and assessment, ensuring they are aligned with local policies as appropriate.
- Ensure curriculum developments across and within academies are developed with reference to national and international developments, to ensure that provision has the potential to promote engagement and achievement for all our learners.
- Make recommendations to the Finance & General Purpose Committee regarding Trust-wide and academy spending on curriculum matters (seeking information and advice from Academy Councils where relevant to ensure these recommendations are evidence based and reflect needs within the academies).
- Recommend adoption or amendment of the curriculum policy statements (as per DfE guidelines).
- Ensure no discrimination on the grounds of sex, race, disability, sexual orientation, religion or belief against a child seeking admission as for existing pupils as per policy.
- Review these functions annually and propose any amendments to the Board.



APPENDIX 2 - TERMS OF REFERENCE: ACADEMY COUNCIL

Purpose of the Academy Council
<ul style="list-style-type: none">• The Academy Councils are an additional layer between the Trust Board and individual academies.• Their aim is to oversee the effectiveness of an Academy by acting as a key link between the Academy, parents and local community.• An Academy Council does not make any strategic decisions; they should provide feedback to the Trust Board informing and reporting on the running of the Academy to allow informed decisions to be made by the Trust Board.
Frequency of Meetings
<ul style="list-style-type: none">• There should be a minimum of three meetings in each school year.
Membership and Quorum
<ul style="list-style-type: none">• The Board of Trustees must appoint all members of the Academy Council (up to 9 governors including at least 2 parent governors).• Each member of the Academy Council will serve a 3 year term of office.• The Chair of the Academy Council will be elected on an annual basis at the first meeting in the autumn term.• The Governance Professional for the Academy Council is appointed by the Board of Trustees and ratified by the Academy Council on an annual basis at the first meeting in the autumn term.• The quorum is three members of the Academy Council.
Meetings
<ul style="list-style-type: none">• The Governance Professional for the Academy Council will circulate an agenda for each meeting (with supporting documents if available) not later than seven clear days before each meeting.• Attendance at Academy Council meetings, issues discussed and any recommendations will be recorded. The written record will be placed on the agenda of the next meeting of the Board of Trustees.
Terms of Reference
<ul style="list-style-type: none">• Contribute to and fulfil the vision/ethos of the MAT.• Review and implement the school improvement plan.• Oversee the school's performance data for year groups and student groups.• Oversee the school's attendance, behaviour and exclusion information.• Support the Headteacher with any behaviour / exclusion issue as required.• Support and challenge the school's leadership as a critical friend.• Develop links with the school's community, communicating openly and frequently as appropriate and ensuring the school meets its responsibility to the community in relation to safeguarding and education for all its pupils.• Ensure that pupils and parents have a voice in the running and improvement of the school.