



LAT Governance &  
Scheme of Delegation  
2017-18

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## Overarching Principles

The governance of Lionheart Academies Trust falls within a range of statutory and legal frameworks, and aims to achieve best practice as outlined through external reviews of governance and DfE and Ofsted guidelines.

### Key documents include:

- Articles of Association of Lionheart Academies Trust (including Terms of Reference)
- Academies Financial Handbook
- Governance Handbook
- current School Inspection Handbook

### The key roles of governance are:

- Ensuring clarity of vision, ethos and strategic direction
- Holding the Headteacher to account for the educational performance of the school and its pupils, and the performance management of staff
- Overseeing the financial performance of the school and making sure the money is well spent

In a Multi Academy Trust this work falls to the Executive Board, who are company directors and charity trustees of the Trust, and who are accountable to the Secretary of State for all the schools within the Trust.

Lionheart Academies Trust is committed to a philosophy of local accountability and stakeholder voice within its academies, and each school therefore has a Local Governing Body (LGB) made up of parents, staff, local community members, sometimes with Trust Directors for support and to develop capacity. The terms 'governor' and 'Local Governing Body' are used but it should be borne in mind that these differ from governors and governing bodies in a stand-alone school or academy. The final responsibility for the academy does not lie with the governors or Local Governing Body (as it would do in stand-alone schools) but with the Trust Board.

The LGB is a local body which focuses on holding its individual school to account primarily for the standards of teaching and learning. It has some powers delegated to it by the Trust Board and is, in turn, held to account by the Board for its success in ensuring good local governance of the areas it has been delegated to oversee. In order to do this each academy has one just one core group, the LGB, which meets each half term. This LGB does not have committees with delegated powers and takes full responsibility for the work within its remit. At times the LGB may create short-term task and finish groups or working parties, which may involve others who are not governors. These groups do not have decision-making powers but can be established to support the LGB in its work.

In ensuring good governance of the schools within the MAT, the Executive Operations Team including Finance, Business, HR, IT and Estates, have delegated responsibilities across the group of schools which they report either directly to the Board or through the Chief Operations Officer (COO). The overall standard of teaching and learning is delegated by the Board to the CEO. The Operations Team and the CEO are then held to account for the successful working of the whole Trust by the Board.

## This document

To ensure that everyone involved is clear about what they are (and are not) responsible for, this document outlines accountabilities, responsibilities and reporting methods under the headings outlined in the Lionheart Academies Trust Articles of Association.

**Head of Academy** is used throughout to denote Head of Academy or Head of School. Academy is used throughout to denote academy/school. The role of the Head of School/Academy within the Trust is different to that of the role of a Headteacher in a stand-alone academy. The Head of School/Academy has a core role of ensuring the highest standards of teaching and learning, along with some responsibilities for overseeing the operational functions of their individual school. Heads of School/Academy have a strong voice in the strategic development of their school/academy and the shared Trust Leadership Team, which includes all Heads of Academy along with the executive team, has a key role in influencing the Board's strategic decision-making.

**Principal** is the role which includes the work of the Head of School/Academy but also denotes a Trust wide responsibility and greater independence in determining the strategic development of the school/academy.

**A Link Director** is a member of the Board who links with a specific area of operations (Finance, HR, IT, Estates) to meet regularly as a means of holding to account and gaining additional knowledge and expertise to bring to Board meetings.

**A Red Flag** indicates where a significant risk to the Trust or individual academy has been identified requiring immediate action and, where necessary, the withdrawal of delegated responsibilities or greater involvement by the Operations Team, CEO or Board.

# 1. Governance

## Executive Board

- Set out systems for appointing governors to the LGB
- Following recommendations from the LGB, take final responsibility for appointing Chair, Vice Chair, Clerk of LGB
- Appoint a Responsible Officer (to handle internal audit issues)
- Monitoring the performance of the Local Governing Body
- Power to withdraw delegated powers from the LGB and, if necessary, disband it

## Local Governing Body

- Work with the Trust in the appointment of the clerk and governors
- Oversee the Academy's activities
- Hold the Headteacher or Head of School (as appropriate) and Academy leadership to account for the achievement, quality of teaching, behaviour and safety and leadership and management of the Academy
- Ensure that the voice of parents, pupils, staff and the local community are taken into account

## 2. Vision

### Executive Board

- Set vision for both Trust and the academies
- Signing off the School Development / Corporate Plan for both Trust and Academy

### LGB

- Work with Head of Academy to set vision and School Development / Corporate Plan for individual Academy, signed off by the EB and CEO
- Work within Trust's vision and ethos

#### a. Overall Vision

	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
<b>Trust level</b>	Develop overall vision with CEO and Operations Team with reference to Lionheart Academies Trust Pledge. <b>Agree the vision for the Trust and for individual schools.</b> <i>Reviewed: annually</i>	Work with Board to develop overall vision, bringing ideas and emerging themes from academies as stakeholders and partners.	Work with Board to develop overall vision.		
<b>Academy level</b>	Receive recommended vision for an individual academy and confirms/amends.			Work with Head of Academy to develop academy vision to recommend to Board <i>Reviewed: annually</i>	Work with LGB to develop academy vision to recommend to Board. (Principal takes strong strategic lead in their academy including vision) <i>Reviewed: annually</i>
<b>Academy level</b>				Work within the agreed vision of the Trust and academy and the Lionheart Academy Trust Pledge.	Work within the agreed vision of the Trust and academy and the Lionheart Academy Trust Pledge.

### b. School Improvement/ Corporate Plans

	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
<b>Trust level</b>	<b>Agree</b> all School Improvement / Corporate Plans.	Review all School Improvement / Corporate Plans to ensure they are fit for purpose. Reviews alongside =Operations Team and takes to Board with recommendations / amendments.	Review all School Improvement / Corporate Plans, along with CEO to ensure they are deliverable within operational constraints and long term plans for the Trust, including finance.		
<b>Academy level</b>				<b>Agree</b> School Improvement / Corporate Plan to recommend to Board.	Lead staff in developing draft School Improvement / Corporate Plan to take to the Academy Council for discussion. <b>Executive Headteacher:</b> Lead on School Improvement Planning for their group.
<b>Actions</b>	<b>Early autumn:</b> agree all School Improvement / Corporate Plans	<b>Early autumn:</b> review all School Improvement / Corporate Plans	<b>Early autumn:</b> review School Improvement /Corporate Plans along with CEO and recommend amendments.		
<b>Actions</b>	<b>Annually:</b> review vision of the Trust. Receive recommended visions of the individual schools and agree, where agreed.				<b>Annually:</b> submit academy vision as recommended by GB to Board, here agreed.

### 3. Compliance

#### Executive Board

- Ensure compliance of each academy with any statutory duties, the Articles of Association, the Funding Handbook and Funding Agreements

#### LGB

- Take all necessary actions to ensure compliance within the individual academy based on guidance from the Trust

Compliance					
	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
<b>Operations compliance</b>					
<b>Trust level</b>	Hold Executive Operations Team to account for compliance to legal and statutory duties in: <ul style="list-style-type: none"> <li>• Finance</li> <li>• Health and safety</li> <li>• HR</li> <li>• IT/data</li> <li>• Business continuity &amp; risk</li> </ul> Through <ul style="list-style-type: none"> <li>• <i>KPI reports at Board meetings</i></li> <li>• <i>Link Directors receiving reports from members of Exec Operations Team</i></li> </ul>		Team members prepare KPI and other reports for Board meetings as necessary.  Red flag concerns to Link Directors / Board and follow up to ensure compliance is met.  For serious/risk issues, red flag non compliance via Exec Operations to CEO to work collectively to ensure quick resolution, removing delegated responsibilities from academy where <b>Executive Headteacher (Birstall primaries)</b> ensures those academies		

## Compliance

Compliance					
	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
			rectify non compliance as necessary.		
<b>Academy level</b>				Monitor any non compliance flagged by Operations Team and ensure action is taken.	Ensure non-compliance within individual academy is resolved swiftly. Report to LGB / Board as requested by Exec Team / CEO. <b>Executive Headteacher (Birstall primaries)</b> ensures those academies rectify non compliance.
Education compliance					
<b>Trust level</b>	Hold CEO to account for compliance to legal and statutory duties in: <ul style="list-style-type: none"> <li>Safeguarding</li> <li>Curriculum</li> <li>External examinations</li> <li>DfE and Ofsted requirements</li> </ul> <i>Through:</i> <ul style="list-style-type: none"> <li><i>KPI reports at Board meetings</i></li> </ul>	Prepare KPI and other reports for Board meetings.  Red flag any concerns to Chair of Board / Board and follow up to ensure compliance.	Alert Head of Academy of individual academy where non compliance and monitor to ensure this is met as quickly as possible.  Where appropriate, alert LGB where non compliance and request that they monitor to ensure swift resolution.		
<b>Academy level</b>				Receive KPI and other reports as deemed appropriate by CEO /	Ensure non-compliance within individual academy

## Compliance

	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
				Operations Team / Board and monitor swift resolution of issues.	is resolved swiftly. Report to LGB / Board as requested by Exec Team / CEO. <b>Executive Headteacher (Birstall primaries)</b> ensures those academies rectify non compliance.
<b>Actions</b>	<b>Full meetings:</b> receive KPIs and CEO/ Operations Team reports	<b>Full Meetings and as necessary:</b> Prepare KPI and other reports for Board	<b>Early autumn:</b> review School Improvement / Corporate Plans along with CEO and recommend amendments.		

## 4. Policies

### Executive Board

- Set HR policies and procedures
- Set and review the curriculum (in consultation with the LGB)
- Set and review standards to be achieved by the academies (in consultation with the LGB)
- Set the academy Admissions Policy
- Set Trust-wide DBS policy
- Set Charging and Remissions Policy and Revenue Generation Policy for the Trust
- Set Complaints Policy
- Set other Trust wide policies such as health & safety, safeguarding etc., some of which may need to be tweaked at local level to suit the context

### LGB

- Work with the Trust in shaping a locally appropriate curriculum for the academy, being mindful of the need for continuity and collaboration across local groups of schools and staffing across the MAT
- Work with the Trust to set standards to be achieved by the academy
- Implementation of all policies prepared and approved by the Trust
- Ensure provision of free school meals to those pupils meeting the criteria

See Appendix 4 for specific details of policy delegation

Policies					
	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
HR Policies					
<b>Trust level</b>	<b>Agree:</b> HR Policies (ongoing) – delegated to Link Director: HR as appropriate (listed in Policies document)		Exec HR: prepare HR Policies, including necessary consultations with academies & unions, and recommend to Board via Link Director: HR.		

## Policies

	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
			Inform schools.		
<b>Academy level</b>				Ensure policies are implemented.	Implement policies.

## Curriculum

<b>Trust level</b>	<b>4. Agree:</b> Curriculum for academies – agreement of significant changes and developments	3. Annually: Review curriculum of each academy curriculum to ensure that it is fit for purpose and in line with legislation changes. Recommend significant changes to the Board.			
<b>Academy level</b>				2. Evaluate recommended changes to curriculum in light of local context.	1. With CEO, review curriculum to ensure that it is fit for purpose. Recommend changes based on local context. Take any changes to LGB to discuss and feed back their response to CEO.

## Standards Targets

<b>Trust level</b>	<b>4. Agree:</b> standards targets for each academy	3. Prepare report outlining targets for each school to take to Board.			
<b>Academy Level</b>				2. Evaluate targets and make recommendation via Head of Academy to CEO / Board.	1. Prepare recommended targets and takes to LGB for review. Pass on recommendation to CEO.

## Admissions Policy

<b>Trust level</b>	<b>Agree:</b> Admissions Policies for schools annually	Make suggestions / review any suggested changes to ensure that	Review any suggested changes for impact on operations		
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## Policies

	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
		they are fit for purpose			
<b>Academy level</b>				Evaluate and agree recommended changes to Admissions Policy for review by the Board. Ensure policy is implemented once agreed.	Make suggestions of changes to Admissions Policy in light of the local context
DBS Policy					
<b>Trust level</b>	<b>Agree:</b> DBS Policy		Exec HR: Recommend DBS Policy to Board		
<b>Academy level</b>				Ensure policy is implemented at local level	Implement policy
Charging & Remissions Policies Revenue Generation Policy					
<b>Trust level</b>	<b>Agree:</b> Charging & Remissions Policies (differ from school to school) and Revenue Generation Policy – delegated to Link Director: Finance		Exec Finance: ensure all schools have an effective Charging & Remissions Policy, and Trust-wide Revenue Generation Policy & recommend to Board via Link Director: Finance.		
<b>Academy level</b>				Agree the Charging and Remissions Policy	Recommend Charging and Remissions Policy bespoke to the school context
Complaints Policy					
<b>Trust level</b>	<b>Agree:</b> Policy <b>Monitor:</b> Complaints through KPIs.	Prepare Complaints Policy to take to Board. Prepare KPIs for Board to			

## Policies

Policies					
	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
		monitor complaints.			
<b>Academy level</b>				Ensure policy is implemented at local level	Implement policy. Alert CEO and Chair of Trust to any complaints which arise.
Additional Policies					
<b>Trust level</b>	Agree where appropriate	Recommend Trust wide policies. Agree where appropriate	Recommend Trust wide policies. Agree where appropriate		
<b>Academy level</b>				Ensure Trust-wide policies are implemented. Agree local policies.	Maintain/develop local policies as appropriate, ensuring they conform to Lionheart Pledge and ethos. Ensure Exec Team / CEO is alerted to policy changes. Ensure Trust wide policies are implemented
<b>Actions</b>					

## 5. Educational Standards

### Executive Board

- Annual target setting for the Trust in general
- Agree individual school's targets for the academic year and academy's School Improvement / Corporate Plan (in consultation with the LGB)
- Evaluate school performance against key performance indicators set by the Trust
- Oversight of performance, standards and outcomes on a Trust and individual academy basis
- Putting in place support and intervention strategies for individual academies

### LGB

- Work with the Head of Academy to determine the educational targets of the academy and to prepare the academy's draft School Improvement / Corporate Plan
- Evaluate school performance against key performance indicators set by the Trust

Educational Standards					
	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
<b>Trust targets</b>					
<b>Trust level</b>	<b>Agree:</b> Targets for the Trust as a whole, annually	Prepare education targets to take to the Board.	Prepare operational targets to take to the Board.		
<b>Agree school targets and School Improvement Plans / Corporate Plan Targets</b>					
<b>Trust level</b>	Sign off School Improvement / Corporate Plans based on recommendation by CEO	Review School Improvement / Corporate Plan and make recommendations to the Board			
<b>Academy level</b>				Recommend to the Board the School Improvement / Corporate Plan based on	Prepare draft School Improvement / Corporate Plan in partnership with SLT

## Educational Standards

	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
				draft by Head of School	
<b>Evaluate school performance against KPIs set by the Trust</b>					
<b>Trust level</b>	Evaluate performance and hold to account using KPIs	Prepare KPIs report re. academy performance. Hold academies / CEO to account.			
<b>Academy level</b>				Evaluate academy performance using KPIs. Hold academy to account.	Provide necessary information for KPI reports. Share individual academy KPI report with LGB <b>Executive Headteacher (Birstall primaries)</b> holds Heads of School in Birstall to account.
<b>Put in place support &amp; intervention strategies for individual academies</b>					
<b>Trust level</b>	Monitor and evaluate effectiveness of interventions. Hold CEO to account.	Evaluate performance to lead on the decision that a school improvement intervention is necessary. Put necessary steps in place. Report effectiveness to Board.	Prepare costings for intervention and impact on budget. Work with academy to look for savings to balance cost.		
<b>Academy level</b>					Work effectively with school improvement partners to raise standards. Report progress effectively to LGB and CEO.
<b>Academy level</b>				Accept that school improvement has to take priority in budget (non-	Cut costs elsewhere to ensure the budget does not go into deficit.

## Educational Standards

Educational Standards					
	Executive Board	CEO	COO	LGB	Head of Academy (or Principal)
				negotiable). Work with Head and Exec Finance to ensure budget does not go into deficit.	

## 6. Appointments

### Executive Board

- Put in place processes for: (i) making appointments within the Trust's remit and (ii) the LGB making appointments within its own remit
- Appoint the Headteacher and/or Head of School of the academy and any Deputy, Vice or Assistant Headteacher (in consultation with the LGB)
- Approve the appointment of any senior appointments at the academy (in consultation with the LGB)
- Appoint cross-academy staff

### LGB

- Work with the Trust to appoint the Headteacher and/or Head of School and any Deputy, Vice or Assistant Headteacher of the academy
- Seek the approval of the Trustees for any senior appointments at the academy
- Make other appointments of staff according to Trust guidelines

Appointments					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
<b>Making appointment - Trust</b>					
<b>Trust level</b>	<b>Agree:</b> Appointment of Head & Deputy Heads of Academies / Principals & Vice Principals / Executive Operations. <b>Involvement in</b> the appointment process for Heads of Academy, CEO, Executive Headteachers.	Lead the process in appointing to Head of Academy & Principal roles. Part of the process in appointing to Deputy Head of Academy / Vice Principal roles.	Director Operations: Lead the process in appointing to operations posts. Involved in appointment of Heads, Principals, Heads of School, Exec Head, CEO.		
<b>Academy level</b>				Involvement in the appointment process for the particular school's Head of Academy & Deputy Head, Principal and Vice Principal.	Lead in appointment of Deputy Head of Academy / Vice Principal roles <b>Executive Headteacher (Birstall primaries)</b> leads on appointment of Birstall primaries' Heads

## Appointments

Appointments					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal) of School.
<b>Making appointment – other staff</b>					
<b>Trust level</b>		Involvement and steer where appointing to complex teaching and learning posts. Decision of school Head of Academy / LGB can be overridden when a risk is perceived.	Involvement and steer where appointing to complex operational posts. Decision of school Head of Academy / LGB can be overridden when a risk is perceived.		
<b>Academy level</b>				Discuss staffing structure changes and make recommendation to CEO/ Director Operations via Exec HR.	Changes to staffing structure to be discussed with LGB and agreed with CEO (teaching & learning) or Operations Director (finance, premises, IT, HR, catering etc.) and the Exec HR. Takes lead on appointment of no senior staff. Chooses whether or not to involve Academy Governors. <b>Executive Headteacher (Birstall Primaries)</b> leads on this for those schools.
<b>Making appointment – cross-academy staff</b>					
<b>Trust level</b>	<b>Agree:</b> the recruitment of cross-academy staff - delegated to Link Director: HR.		Exec HR: supports the recruitment, choosing the appropriate staff to be involved, and Governors as needed.		

## Appointments

Appointments					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
<b>Academy level</b>					Alert Exec HR of the need for a member of staff who could work across more than one academy. Involvement in appointment where this will impact on academy significantly.
<b>Actions</b>				<b>Agendas: Suggested</b> staff structure changes	

## 7. HR and Performance Management

### Executive Board

- Set procedures for the proper professional and personal development of all staff
- Responsible for the performance management of the CEO and the Headteacher and/or Head of School of the academy
- Performance management and oversight of cross-academy staff
- Set processes for: (i) undertaking the performance management of staff within the Trust's remit and (ii) the LGB undertaking the performance management of staff within its own remit
- Manage any claims and disputes for all staff, including matters of suspension

### LGB

- Monitor local HR activity and policy, including the process for local performance reviews for members of staff according to processes set by the Trust
- Consider whether any changes are required to staff terms and conditions to bring to the attention of the Trust (Trust must agree any changes)
- Work with the Trust to agree challenging performance management processes for the Headteacher / Head of School drawing on the expertise of the CEO

HR & Performance Management					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
Procedures for performance management					
<b>Trust level</b>	Monitor effective systems through HR report to Board in summer term outlining plan for the autumn term. Link Director: HR meets with Exec HR at start of process to monitor the planned system is robust. System's effectiveness reviewed late autumn.		Exec HR: oversees the process to ensure all staff have performance management and processes are appropriate and implemented effectively.		
<b>Academy level</b>				Pay Committee (can include Board members) meets with Head to talk through targets for coming year to check whether these are robust and appropriate. At same	Ensures performance management is carried out effectively. Reports to LGB on effectiveness using anonymised data. <b>Executive Headteacher</b>

HR & Performance Management					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
				time reviews anonymised information on outcomes of previous year and ensure staff are performing at appropriate level for pay.	<b>(Birstall primaries)</b> leads on performance management of Heads of School with Chairs of LGBs and reports to CEO.
Performance management of CEO, Executive Headteacher, Heads of Academy, Principals					
<b>Trust level</b>	Chair of Board (or Vice Chair) with CEO and Chair of LGB carry out performance management of Heads of Academy, Principals, Executive Headteachers, Exec Operations. Include external reviewer where needed. Remuneration Committee agrees pay of senior leaders and any increases of 3 or more points / significant changes to role.	Lead on performance management of Heads of School, Principals, Executive Headteachers, Exec Operations.	Operations Director: leads on performance management of Exec Team.		
<b>Academy level</b>				Chair of LGB involved in performance management of Head of School.	<b>Executive Headteacher (Birstall primaries):</b> leads on performance management of Heads of School in those schools, along with CEO and Chair of LGB.
Claims, disputes, suspensions					
<b>Trust level</b>	Panels: Policies allow for either Board or LGB members to take part in panels where required. (always Board if issue involves senior leaders). Link Director: HR works with Exec HR to identify best personnel for the role depending on the case.	Involvement as necessary.	Exec HR: Leads on these, with Head of Academy / Principal / Exec Headteacher. Exec Team involvement as necessary.		
<b>Academy</b>				Possibly involved in panel	Work with Exec HR to

HR & Performance Management					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
<b>level</b>				– Exec HR to decide, having spoken to Head of Academy & Link Director: HR.	ensure HR issues are tackled effectively.
Application of Policy					
<b>Trust level</b>	Monitor and evaluate effectiveness of HR policies.		Exec HR: Ensure that all staff and Governors are aware of HR policies as necessary. Red flag to Board any concerns where policy is not followed at local level.		
<b>Academy level</b>				Ensure Governors are aware of policy as necessary and academies are following.	Ensure academy complies with policy.
Possible changes to staff terms and conditions					
<b>Trust level</b>	4. Decide on proposed changes, having reviewed impact on Trust as a whole and the Lionheart Pledge and ethos.		3. Bring a view on recommended changes to the Board.		
<b>Academy level</b>				2. Discuss recommended changes	1. Recommend any possible changes to staff terms and conditions to Trust for consideration.
<b>Actions</b>					

## 8. Training

### Executive Board

- Provide Director and governor training and evaluation

### LGB

No specific duties highlighted in the Terms of Reference

### Training

	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
<b>Trust level</b>	Chair of Board and Director leads on training for directors and Governors, bearing in mind the need for training to be relevant to a MAT context.	Support Board & Governors with specific training as needed.	Support Board & Governors with specific training as needed.		
<b>Academy level</b>				All Governors to take induction training within six months of beginning in role.	Ensure Governors are facilitated and encouraged to take training.
<b>Actions</b>					

## 9. Finances

### Executive Board

- Establish a funding model for use across the Trust and the academies including developing an individual funding model for the Academy (in consultation with the LGB)
- Agree the academy's annual budgets and determining the proportion of the overall academy budget to be delegated to individual academies (in consultation with the LGB)
- Determine any additional financial and reporting targets for the academy
- Put in place guidelines and establishing processes for the local maintenance of assets and appropriate registers
- Oversee of the finances and financial compliance of the Trust and the academy
- Monitor performance against key performance indicators set by the Trust in relation to finances (in consultation with the LGB)
- Arrange the auditing of academy statements of accounts
- Manage a corporate risk register for the Trust

### LGB

- Work with the Trust to establish a funding model for use across the Trust and the academies including developing an individual funding model for the Academy
- Consider of the academy's required funding and support in relation to the annual budgetary process
- Regularly monitor and review the academy's cashflow and expenditure in accordance with policies determined by the Trustees
- Develop appropriate risk management strategies and ensure academy-level resource is applied appropriately
- Inform the Trust of any need for significant unplanned expenditure and work with the Trust to explore options for identifying available funding
- Ensure compliance with the overall financial plan for the academy
- Ensure that the academy keeps proper accounts and proper records in relation to the accounts
- Ensure that the academy prepares a Value for Money statement annually
- Observe proper levels of delegation and protocols, in conjunction with the Responsible Officer
- Manage a risk register for the academy

## Finances

	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
<b>Funding model, delegated funding and support</b>					
<b>Trust level</b>	<b>Agree:</b> funding model including percentage core charge. Monitor effective use of core charge funding, to ensure value for money for all academies and sustainability of Trust.	Input into the core charge model, recommending educational support which may be included.	Exec Finance: prepare documents for Board to agree core charges for following year, summer term.		
<b>Academy level</b>				Consider and feed back additional support which may be helpful for individual academy and other academies across the Trust.	Feed back on additional support which may be helpful across all academies. Work with Exec Finance to consider best use of funding. Ensure School Business Manager provides necessary information.
<b>Budget information and monitoring</b>					
<b>Trust level</b>	<b>Agree:</b> Budgets for academies by July 31 <sup>st</sup> deadline. Chair of Board Finance Cttee – reviews budgets in detail with Exec Finance. Agrees KPIs needed. <b>Agree</b> any very significant changes to individual school budgets caused by unexpected need for expenditure. Receive Value for Money statements from academies. Consider changes needed.		Exec Finance: bring budgets for all academies to Board, having had input from Exec Team and CEO as appropriate. Prepares KPIs for Board. Report any requests for significant changes to budget spending from individual academies.		
<b>Academy level</b>				Discuss draft budget. Make budget recommendation to Board.	Agree draft budget with Exec Finance by end May, having discussed with LGB.

Finances					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
				<p>Monitor expenditure against the budget to ensure the budget is followed.</p> <p>Ensure that Exec Finance is alerted to any unplanned expenditure which may impact on the budget and wait for agreement before proceeding.</p>	<p>Raise any budget concerns with Exec Finance and discuss strategies with LGB as appropriate.</p> <p>Ensure that a Value for Money statement is prepared with the School Business Manager and reported to the Board via the Exec Finance.</p>
Asset registers					
<b>Trust level</b>	<p>Board receives report on asset register maintenance annually.</p> <p>Agrees disposal of assets more than £1000.</p>		<p>Exec Finance, IT, Estates ensure that asset registers in schools are completed and annually reported to Board, including summary of processes.</p>		
<b>Academy level</b>				<p>Agrees disposal of assets less than £1000.</p>	<p>Ensure that processes and guidelines are followed.</p>
Finance overseeing & Reporting					
<b>Trust level</b>	<p>Board Finance Committee meets monthly with delegated responsibility for overseeing finance and considering in detail.</p> <p>Significant risks or developments taken to Board for consideration, debate and decision.</p> <p>Chair of Board Finance Cttee works with Exec Finance to prepare Annual Financial</p>		<p>Exec Finance works with Chair of Board Finance Cttee to ensure effective work by Board Finance Cttee and to prepare Annual Financial Report.</p>		

Finances					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
	Report.				
Auditing					
<b>Trust level</b>	Board monitors that audit takes place through reports to Board by Exec Finance. Audit Meeting held each November/December to receive feedback from the auditors and to discuss the action plans relating to audit for the Trust as a whole and for individual academies. Board Finance Cttee monitors that the action plan is carried out.		Exec Finance ensures that audit takes place effectively and that action plans for all the academies are implemented, reporting any red flags to the Board.		
<b>Academy level</b>				Receives audit action plan for the academy and considers necessary changes.	Head of Academy ensures that School Business Manager fully supports audit process and that audit action plan is implemented locally.
Corporate Risk Register					
<b>Trust level</b>	Receives the Corporate Risk Register and is alerted to any changes in risk as a Trust or as individual academies. Adds to the register by identifying risks for the Trust or for academies. Agree necessary actions to mitigate against risk as appropriate.	Contributes to Risk Register with educational risks and mitigations.	Operations Director ensures that a member of the Exec Team has responsibility for overseeing risk management, which includes supporting LGBs in fulfilling their responsibility to monitor risk at a local level.		
<b>Academy</b>				Monitors risk at a local	Implements mitigations

## Finances

	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
<b>level</b>				level, reporting to the Exec Team member with risk responsibility through the minutes of meetings (agenda item in every meeting) and by updating the academy risk register.	against risk. Highlights concerns to LGB and Exec Team member with risk remit.
<b>Actions</b>					

## 10. Assets and Premises

### Executive Board

- Develop an estate management strategy for the academies that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet their responsibility to ensure the buildings and facilities are maintained to a good standard
- Dispose or acquire land or interests in land to be used by the academies
- Insure the land and buildings used by the academies

### Academy Council (LGB)

- Ensure appropriate arrangements for the maintenance of the academy estate in accordance with the guidelines established by the Trust
- Ensure the safety of the users of the academy buildings and facilities
- Notify the Trust of any changes to fixed assets used by the academy

Assets & Premises					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
Estate Management Strategy & Plan					
<b>Trust level</b>	<b>Agree:</b> Estate management strategy and plan Link Director: Estates agrees individual academy 3 year premises development plans along with Exec Estates.		Exec Estates: Leads on preparing draft estates management strategy & plan in collaboration with CEO and Exec Team Agrees individual academy 3 year premises development plans, along with Link Director: Estates.		
<b>Academy level</b>				Involved in creating 3 year premises development plan to submit to Exec Estates.	Ensure academy is maintained appropriately. Develop 3 year premises development plan with

## Assets & Premises

	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
					LGB to submit to Exec Estates.
<b>Insurance</b>					
<b>Trust level</b>	Receive report via Board Finance Committee.		Exec Finance: reports to Board Finance Cttee that relevant insurance is in place.		
<b>Health and Safety</b>					
<b>Trust level</b>	Receive KPIs and reports on health and safety from Exec Estates. Receive safeguarding reports. Review necessary changes in the light of these. Chair of the Board has Safeguarding remit.	Responsibility overall for safeguarding is delegated to the CEO. Serious or recurring incidents are reported to the Board with recommended actions.	Exec Estates: responsibility for overseeing health & safety within the academies is delegated to Exec Estates and reported to the Board through KPIs		
<b>Academy level</b>				Autumn term: review safeguarding within the academy using pro forma and report to Board via CEO.	Responsible for day to day safeguarding and health and safety within the academy, and for alerting Exec Team and Board where concerns are recognised.
<b>Actions</b>					

## 11. Services

### Executive Board

- Determine procurement policies for the Trust, in conjunction with the Trust's Finance Director, from time to time
- Determine the extent of the services provided to the academy by the Trust and how the costs should be allocated (in consultation with the LGB)
- Oversee of the effectiveness of the delivery of centrally provided services

### Academy Council (LGB)

- Implement Trust's procurement policies insofar as they impact on the academy
- Enter into contracts on behalf of the Trust in so far as they relate to the academy provided that the LGB first obtains the written consent of the Directors to any contracts or expenditure
- Seek value for money and be able to demonstrate that value for money has been achieved

Services					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
Procurements					
<b>Trust level</b>	<b>Agree:</b> Procurement policies Monitor procurements through Board Finance Cttee		Report to Board Finance Cttee re. procurements and value for money.		
<b>Academy level</b>				Monitor that Trust procurement processes are followed to ensure value for money is achieved.	Work within agreed policies to ensure best value. Purchasing to be carried out through Trust procurement systems.
Services provided by the Trust					
<b>Trust level</b>	<b>Agree:</b> percentage core charge and services available annually.	Recommend services to be costed for possible inclusion	Exec Finance: provides draft core charge and service report for Board, having considered		

## Services

Services					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
			suggestions from individual academies.		
<b>Academy level</b>				Receives core charge and services information once agreed by the Board. Agenda item at March meeting for suggestions of changes which is reported to Exec Finance through minutes.	Makes suggestions re. core charges and services to Exec Finance.
Contracts relating to the academy					
<b>Trust level</b>	<b>Agree:</b> any additional contracts specific to an individual academy via a report to the Board Finance Cttee, which has delegated powers to agree sizeable contracts.	Recommend educational contracts to be considered as a Trust	Exec Finance: Brings recommendation to Board Finance Cttee relating to requests for contracts by individual academies. Exec Finance has delegated powers to agree smaller, no risk contracts on behalf of the Board.		
<b>Academy level</b>				Considers suggestions for sizeable new contracts and makes recommendation to the Board via Exec Finance.	Makes suggestions re. smaller low risk new contracts to Exec Finance having discussed with School Business Manager. Makes suggestions re. sizeable new contracts for the individual

### Services

Services					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
					academy to the LGB having discussed with Exec Finance.
Value for Money					
<b>Trust level</b>	Exec Finance Cttee receives Value for Money Reports and considers necessary changes. Board considers risks identified within Value for Money Reports.	Supports preparation of Value for Money reports as necessary.	Exec Finance: ensure all academies prepare Value for Money Reports, to be considered by Board Finance Cttee. Any risks or concerns to be raised with Board.		
<b>Academy level</b>				Receives Value for Money Report and considers necessary changes in the light of this.	Ensures that value for money principles are always applied.
<b>Actions</b>					

## 12. Media and PR

### Executive Board

- Oversee public relations activities to project the activities of the Trust and the academies to the wider community

### LGB

- Support the Trust and the academy in relation to any public relations activities to project the activities of the Trust and the academies to the wider community

Media & PR					
	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
<b>Trust targets</b>					
<b>Trust level</b>	Ensures that the risk register has identified risks to the reputation of the academies and that mitigations are in place. Receives reports on higher level (newspaper, radio and tv) reports, positive and negative. Receives reports from Trust marketing team as to successes and concerns. Receive reports from Exec IT relating to websites to monitor that these are effective and meet statutory obligations.	Encourages academies to celebrate positive news. Oversees response to any negative publicity. Build goodwill within the wider community through work as an ambassador for the Trust.	Operations Director oversees Trust marketing team and provides reports for Board in order that they can monitor effectiveness.		
<b>Academy level</b>				Receive reports from Head of School on any significant positive or negative publicity. Champion the academy and the Trust.	Provide positive news stories for the marketing team to work with. Keep information for website up to date and relevant. Immediately alert CEO & Chair of LGB to any

**Media & PR**

	Executive Board	CEO	Operations Director	LGB	Head of Academy (or Principal)
					reputational risks, or any high level media reports (newspaper, radio, tv) relating to the academy. Ask for advice in any situation which could lead to negative publicity. Ask for advice from marketing team if approached by anyone wishing to engage publically with the academy through media, e.g. radio, tv, newspaper. Report to LGB on any significant positive or negative publicity. Champion the academy and the Trust.
<b>Actions</b>					

## Appendix 1: Summary of the remits of the LGB and the Board

LGB		Executive Board	
<b>Membership</b>	Parents: at least 2 Staff: at least 1 & ideally 1 teaching, 1 non-teaching Head of Academy / Principal Community: at least 3 Quorum: 5	<b>Membership</b>	Beauchamp Directors: 5 Director: CEO & Principal of Beauchamp College Director: Secondary (Governor from a secondary appointed on skills/stakeholder basis) Director: Primary Governor from a primary appointed on skills/stakeholder basis) Director: additional Quorum: 3 or 1/3
<b>Core role</b>	Monitoring & evaluating, challenging, holding to account, encouraging and championing ..... <b>this academy to ensure that it has the highest standards and the best possible provision for this context.</b>		Monitoring & evaluating, challenging, holding to account, encouraging and championing ..... <b>this Trust, and strategically planning for this whole family of academies to ensure the highest standards and best possible provision for all</b>
<b>Quality Teaching &amp; Learning CORE WORK FOR ACADEMY COUNCIL</b>	<ol style="list-style-type: none"> <li>1. School Improvement/ Corporate Plan:                             <ul style="list-style-type: none"> <li>- agree &amp; recommend to Board</li> <li>- monitor and challenge against this</li> </ul> </li> <li>2. Targets for the academic year:                             <ul style="list-style-type: none"> <li>- agree &amp; recommend to Board</li> <li>- monitor &amp; challenge against these</li> </ul> </li> <li>3. Quality Learning &amp; Teaching                             <ul style="list-style-type: none"> <li>- effective feedback</li> <li>- reports of observations</li> <li>- behaviour including bullying, hate incidents</li> </ul> </li> <li>4. Make recommendations for changes to curriculum</li> <li>5. Particular focus on vulnerable groups (disadvantaged, Pupil Premium, EAL, Children in</li> </ol>	<b>Quality Teaching &amp; Learning</b>	<ol style="list-style-type: none"> <li>1. KPIs &amp; risks - School Improvement / Corporate Plans</li> <li>2. KPIs - targets</li> <li>3. Hold CEO to account for attainment &amp; progress, quality teaching &amp; learning across the Trust</li> <li>4. QLT strategy &amp; development across the MAT</li> <li>5. QLT KPIs</li> <li>6. Safeguarding KPIs</li> <li>7. Behaviour incident KPIs</li> </ol>

	<p>Care, SEND)</p> <ol style="list-style-type: none"> <li>6. Wellbeing <ul style="list-style-type: none"> <li>- Safeguarding</li> <li>- Support for children in crisis</li> </ul> </li> <li>7. Ensure impact of Pupil Premium spending (all)</li> <li>8. Ensure impact of Sports Funding spending (primary)</li> </ol>
<b>Finance</b>	<ol style="list-style-type: none"> <li>1. Budget <ul style="list-style-type: none"> <li>- agree &amp; recommend to Board</li> </ul> </li> <li>2. Budget monitoring to ensure expenditure is in line with budget.</li> <li>3. Agree any applications to Board for significant changes to expenditure mid year due to unexpected circumstances.</li> <li>4. Ensure value for money - receive Value for Money statement from academy and consider necessary changes; consider value for money in all purchasing; ensure procurements are through the Trust to gain economies of scale</li> </ol>
<b>HR</b>	<ol style="list-style-type: none"> <li>1. Chair involved in performance management of Head of Academy in September/October and mid year</li> <li>2. Governors represented in appointment of Head of Academy and Deputy Head of Academy.</li> <li>3. Staffing structure / pay scale changes including additional responsibilities, TLRs, leadership posts, premises, admin, catering, IT etc. <ul style="list-style-type: none"> <li>- agree and recommend to Board</li> </ul> </li> <li>4. Where appropriate, support Head of Academy in appointing staff</li> <li>5. <b>Pay Committee (3 governors)</b> receives recommendations of Head of Academy for pay</li> </ol>

<b>Finance</b>	<ol style="list-style-type: none"> <li>1. Agree core charges &amp; services</li> <li>2. Monitor finances across the Trust</li> <li>3. Agree budgets for all academies</li> <li>4. Ensure expenditure is in line with budgets and significant changes are agreed in advance</li> <li>5. Agree Annual Finance Report</li> <li>6. Monitor cashflow</li> <li>7. Strategic financial decisions</li> <li>8. Monitor &amp; evaluate Value for Money statements</li> </ol>
<b>HR</b>	<ol style="list-style-type: none"> <li>1. Appoint CEO</li> <li>2. Appoint Operations Director</li> <li>3. Appoint Heads of School, Deputy Heads, Principals and Vice Principals under lead of CEO</li> <li>4. Appoint Operations Team members under lead of Director Operations</li> <li>5. Agree staffing structure changes in academies</li> <li>6. <b>Remunerations Committee:</b> receive pay recommendations for Heads of Academy/Principals and agree under lead of CEO</li> <li>7. Receive pay recommendations for Exec Team and agree under lead of Director Operations</li> </ol>

	awards for staff (increases and agreeing/declining applications for pay scale changes) and agrees; reviews staff targets for the coming year to ensure they are robust and agrees; challenges to ensure that staff are working at the appropriate level for their pay.
<b>Policies</b>	<ol style="list-style-type: none"> <li>1. Ensure statutory policies provided by the Trust are implemented.</li> <li>2. Develop &amp; implement statutory local policies for this context</li> <li>3. Optional: develop &amp; implement additional local policies</li> </ol>
<b>Stakeholder</b>	<ol style="list-style-type: none"> <li>1. Pupil voice – annual questionnaire, talking to School Council, talking to children when visiting on theme of visit</li> <li>2. Parent voice – annual questionnaire &amp; attending events where parents are present; running focus groups</li> <li>3. Community voice – Community Stakeholder and neighbour groups</li> <li>4. Staff voice – annual questionnaire</li> <li>5. Monitor number of complaints</li> </ol>
<b>PR &amp; Marketing</b>	<ol style="list-style-type: none"> <li>1. Ensuring academy promotes positive stories in media &amp; community</li> <li>2. Monitors risk of negative publicity and mitigates against</li> <li>3. Governors champion the academy in community</li> </ol>

	<ol style="list-style-type: none"> <li>8. Performance manage CEO and Director Operations</li> <li>9. Along with CEO, performance manage Heads of Academy, Principals, CEO</li> <li>10. Ensure mid-term reviews of the above as part of performance management cycle</li> <li>11. Agree any changes to staff pay and conditions, in light of Lionheart Pledge</li> </ol>
	<ol style="list-style-type: none"> <li>1. Develop policies across MAT</li> <li>2. Ensure local statutory policies are in place including HR</li> <li>3. Ensure statutory policies are implemented at local level</li> </ol>
<b>Stakeholder</b>	<ol style="list-style-type: none"> <li>1. Academies – newsletter communicating work across the group</li> <li>2. Operations Team, CEO and Board Directors working across schools have listening role, report back to Board &amp; Exec meetings</li> <li>3. Union consultations as a group where appropriate</li> <li>4. Board receives summary of questionnaire results</li> <li>5. Board represented on Oadby Community Stakeholders &amp; Birstall Community Stakeholders</li> <li>6. KPIs Complaints</li> </ol>
<b>PR &amp; Marketing</b>	<ol style="list-style-type: none"> <li>1. KPIs highlight potential risks</li> <li>2. Monitor reputational risk management in academies</li> <li>3. Monitor management of negative publicity when this occurs</li> </ol>

<b>Risk</b>	<ol style="list-style-type: none"> <li>1. Develop a risk register identifying risks to the academy and mitigations to reduce the risks.</li> <li>2. Update the risk register at each meeting and alert Operations Team / Board where necessary.</li> </ol>
<b>Overall</b>	<ol style="list-style-type: none"> <li>1. Vision for the academy, in keeping with Lionheart Pledge: <ul style="list-style-type: none"> <li>- agree &amp; recommend to Board</li> </ul> </li> </ol>

	4. Champion Trust and academies
<b>Risk</b>	<ol style="list-style-type: none"> <li>1. KPIs and risk register used to monitor and mitigate against risks</li> <li>2. Identify recurring risks across the Trust and mitigate against</li> </ol>
<b>Overall</b>	<ol style="list-style-type: none"> <li>1. Agree visions for individual academies</li> <li>2. Develop vision for Trust in line with Trust Pledge</li> <li>3. Develop and monitor Trust Development Plan</li> </ol>

## Appendix 2: Remits of Link Directors

	Specific tasks
Chair of Board	Safeguarding Complaints Agree appropriate policies Sign cheques to value outlined in Finance Policy
Chair of Board Finance Committee	Annual Financial Report Review individual budgets with Exec Finance Agree appropriate policies Receive audit/peer review reports and track action plans on behalf of the Board
Estates	Review school individual 3 year premises development plans with Exec Estates Agree appropriate policies Receive Estates audit/peer review reports and track action plans on behalf of the Board
IT & Data Protection	Agree appropriate policies Receive IT audit/peer review reports and track action plans on behalf of the Board
HR	Agree appropriate policies Receive HR audit/peer review reports and track action plans on behalf of the Board