



# Scheme of Delegation

Reviewed by: Cockburn MAT Board

Date of Policy: September 2022

To be reviewed: September 2023

## **Introduction**

Cockburn Multi-academy Trust's (MAT) Board is accountable in law for all major decisions about their academies. However, this does not mean that the Board is required to make all the decisions themselves. Many can be delegated including to the Executive Headteacher, board committees and local governing bodies. It is vital that the decision to delegate a responsibility is made by the full Board and is recorded. Without such delegation, the individual or committee has no power to act. A scheme of delegation is the key document defining the lines of responsibility and accountability in our MAT. To ensure members, trustees, local governing bodies, executive leadership and academy Heads of Schools/Headteachers are clear about their roles and responsibilities.

Cockburn MAT has chosen to delegate governance functions to LGBs which are documented within this Scheme of Delegation. The extent of a LGB's role, powers and responsibilities depend on what the MAT board has delegated to them, which depends on their individual circumstances or overall strength of the academy.

Cockburn MATs aims to work collaboratively and in the spirit of partnership both to improve standards and increase financial efficiencies and sustainability.

## **Vision Statement**

The Cockburn MAT vision is set out in the Strategic Plan.

This Strategic Plan '**Transformation to Excellence**' outlines the goals and targets of the Trust over the next three years.

### **Vision "Every child deserves an exceptional education"**

LGBs are asked to embrace and communicate the vision and the direction of the Trust to its employees, customers and stakeholders, get their commitment to the values and objectives of the Trust and to remove obstacles to our vision.

## **Strategic Intent**

Our strategic intent which is detailed in the Strategic Plan is simple to articulate. Cockburn MAT seeks to:

- pursue a relentless journey of "Transformation to Excellence" across all our academies
- be driven by a moral core purpose to transform opportunities and change life chances of **all** children and young people
- establish academies that are centres of excellence for leadership, quality of teaching, learning and assessment, personal development, behaviour and welfare and outcomes for students
- work in the spirit of partnership with all stakeholders

## **Cockburn MAT – Scheme of Delegation**

The underlying principles for the Scheme of Delegation are:

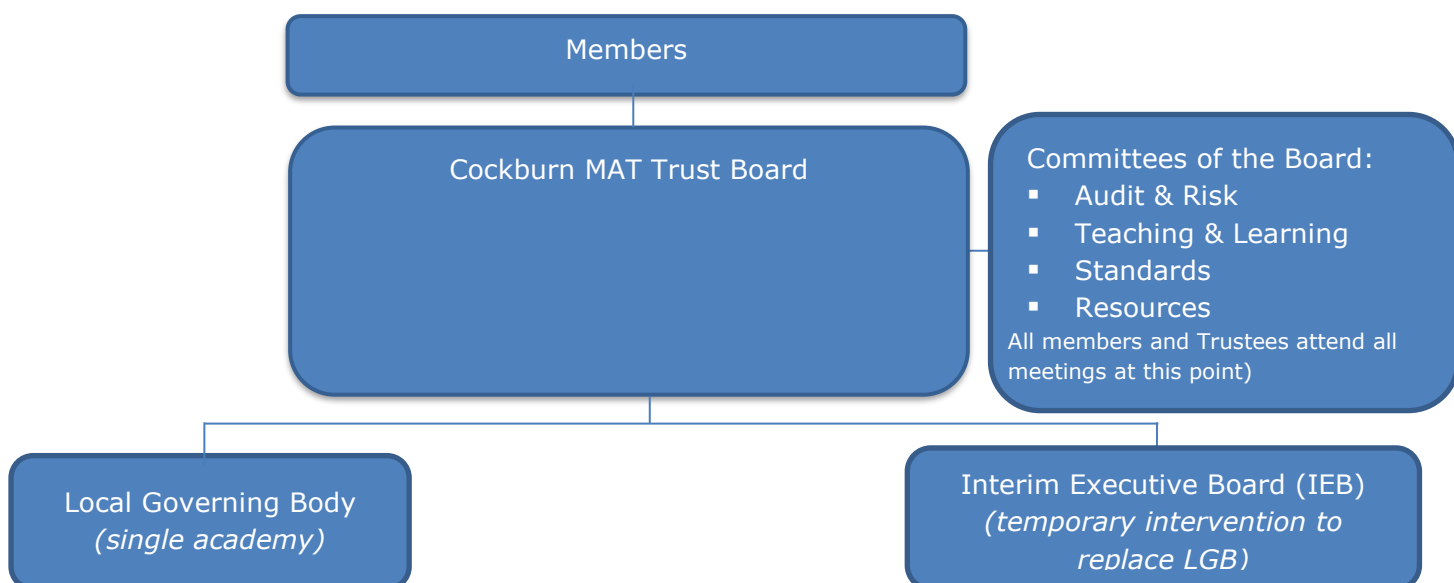
1. Cockburn MAT is a registered charity and company limited by guarantee, and it remains true to its own vision, aims and objectives.
2. Cockburn MAT is governed by a Cockburn MAT Board of Trustees who are responsible for, and oversee, the management and administration of the organisation and its academies.
3. The Cockburn MAT Board of Trustees are accountable to external government agencies including the Charity Commission, Education Skills & Funding Agency and the Department for Education for the quality of education provided, and ensure that all statutory obligations are met.
4. In order to discharge these responsibilities, the Cockburn MAT Board appoint people who have the right skills to serve on LGBs which are established to ensure the effective governance of the individual academies. The LGBs are at all times subject to any directions the Cockburn MAT Board may give. The terms of this delegation may be altered, reviewed, suspended or withdrawn by the Cockburn MAT Board at any time.
5. This Scheme of Delegation explains the ways in which the Trustees fulfil their responsibilities for the strategic leadership of the academies, the respective roles and responsibilities of Cockburn MAT Board and members of LGBs and the commitment to ensure the success of each academy.
6. Cockburn MAT believes that representatives of each academy LGB are best able to service the needs of their academy and their local community. On occasions, a single LGB may be delegated responsibility for more than one academy.
7. This Scheme of Delegation has been put in place by the Cockburn MAT Board of Trustees in accordance with Cockburn MAT's Articles of Association.

## **Overall Level of Governance Authority**

The Cockburn MAT Board is the strategic decision maker, sets the vision for the Trust as a whole and is responsible for agreeing levels of delegation to LGBs. The Scheme of Delegation is applicable to all academies within the MAT at the discretion of the Cockburn MAT Board.

The Cockburn MAT development Plan sets out the intent which is delivered collaboratively at all levels. LGBs have ownership of the plan and have regard to this when making decisions on behalf of the academy.

## Cockburn MAT – Governance Structure



### Members' Powers & Responsibilities

Members have ultimate control of the Trust as they can appoint and remove Directors and they can change the constitution. They are the subscribers to the Trust's Memorandum of Association which is available on the academy websites.

Members:

- Are the subscribers to the memorandum of association.
- May amend the articles of association through a legal process.
- May, appoint new members or remove existing members.
- 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, issue direction to the Trustees to take a specific action,
- Appoint the Trust's external auditors and receive the audited annual report and accounts (subject to the Companies Act).
- Have power to change the company's name and, ultimately, wind it up.

Members must not be employees of the Trust.

## **Trustees' Powers & Responsibilities**

The Trust Board is permitted to exercise all the powers of the Academy Trust, and may delegate some of their powers and functions. The Trust Board will delegate to the Chief Executive Officer responsibility for the day-to-day operations of the Trust.

The Trustee Board has responsibility for:

- The Cockburn MAT Board, its powers and administration of meetings and affairs is established in the Articles of Association.
- The Cockburn MAT Board have overall responsibility and ultimate decision making authority for all work of Cockburn MAT including the establishing and running of academies.
- The Cockburn MAT Board have the power to direct change where required.
- The Cockburn MAT Board will have regard to the interests of all academies for which Cockburn MAT is responsible in deciding and implementing any policy or exercising authority in respect of any one academy.
- Upholding the Trust's vision and values;
- Ensuring children, staff and volunteers within the Trust are appropriately safeguarded;
- Strategy, management and governance; and
- Financial and educational performance.
- The constitution, membership and proceedings of each Local Governing Body or Joint Local Governing Body (LGB) are determined by the Cockburn MAT Board and as stated in this document.
- The Cockburn MAT Board has the authority to remove delegated powers from an academy LGB and will exercise that authority where required.

## **Committees of the Cockburn MAT Board Powers & Responsibilities**

The Cockburn MAT Board has chosen not to establish committees at this stage and the areas of finance, standards and audit are all part of the Board meetings therefore ensuring compliance:

### **Finance:**

Its purpose is to assist the Cockburn MAT Board by enabling more detailed consideration to be given to the best means of fulfilling the Cockburn MAT Board's responsibility to ensure sound management of the Trust's finances and resources, including proper planning, monitoring and probity. HR functions including pay and conditions, training and development and personnel matters.

## **Standards:**

Its purpose is to assist the Cockburn MAT Board by enabling detailed consideration of educational standards,

## **Audit and Risk:**

Its purpose is to assist the Cockburn MAT Board in fulfilling its oversight responsibilities for internal controls and for maintaining an appropriate relationship with the Trust's external auditors.

## **Local Governing Body Powers & Responsibilities**

The LGB's overall purpose is to:

- support the Cockburn MAT Board in delivering the Strategic Plan
- ensure clarity of the vision, ethos and strategic direction of the academy, which aligns with the Strategic Plan
- hold Head of Schools/Headteachers and senior leaders to account for the educational performance of the academy
- hold Head of Schools/Headteachers and senior leaders to account for and the performance management of staff
- actively embrace community, parental and staff engagement to raise the profile of the academy(ies) within the locality and beyond and support in staff recruitment and retention – making Cockburn MAT the employer of choice.

## **LGB Ethos and Values**

- The LGB shall be responsible for ensuring that the academy is conducted in accordance with the Trust's vision and values.
- The determination of each academy's vision statement shall be the responsibility of the Directors. Locally developed statements must not contradict those of Cockburn MAT.
- At all times, the LGBs shall ensure that the academy is conducted in accordance with the objectives of Cockburn MAT and any agreement entered into with the Secretary of State for the funding of the Academy.

## **Communication between the Cockburn MAT Board and the LGB**

- The Cockburn MAT Board meets regularly and as often as required.
- The MAT Development Plan is available on the Cockburn MAT website and the Chair will provide updates to LGBs, in writing or verbally, as the plan is delivered over the three year period.
- Meetings will take place with the Chair of the Cockburn Board and the Chairs of each LGB as necessary. This provides an opportunity for information sharing between the Cockburn MAT Board and academy LGBs and to have issues raised which may have implications across Cockburn MAT's academies.

- Individual academy matters which require debate or bringing to the attention of the Cockburn MAT Board will be referred to the Cockburn MAT Board by the Cockburn MAT's Chief Operating Officer (COO). It is the responsibility of the Head of School/Headteacher/LGB to raise matters with the COO.

## Models of Local Governance

### Local Governing Body (single academy)

Category	Number	How they are appointed/elected
Executive Headteacher		Appointed by the Cockburn MAT Board
Head of School/Headteacher	1	Automatic
Governor	4-9	Appointed by the Cockburn MAT Board in consultation with the LGB
Parent Governor	2	Parent election - to be organised by the relevant academy.
<b>Total</b>	<b>7-12</b>	

### Membership of the LGB

- The number of Governors who sit on each LGB shall not be less than 7. The LGB of a single academy must not exceed 12.
- The Executive Headteacher and the Head of School/Headteacher has an automatic right to be a member of the LGB.
- Parent Governors are elected in accordance with the procedures set out below.
- The LGB will elect a Chair and Vice-Chair from amongst its members (unless directed otherwise by the Cockburn MAT Board).
- The Cockburn MAT Board will appoint Governors based on the skills required to contribute to the effective governance and success of the academy. LGBs may wish to recommend Governors to the Cockburn MAT Board for appointment outlining the skills and experience that the persons may bring to the role.
- The Trustees (all or any of them) shall also be entitled to serve on the LGB and to attend any meetings of the LGB.
- Any Trustee attending a meeting of the LGB shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the LGB.
- The total number of persons employed by Cockburn MAT to work at the academy(ies) (including the Head of School/Headteacher) serving on the LGB should not exceed one third of the total membership the LGB.

## **Election of Parent Governors**

- Parent Governors shall be elected by parents/carers of registered students at the academy.
- He or she must be a parent/carer of a student at the academy at the time when he or she is elected. There is no requirement for a Parent Governor to stand down if, during their term of office, their child should leave the academy.
- The LGB shall make all necessary arrangements for, and determine all other matters relating to, an election of Parent Governor of the LGB, including any question of whether a person is a parent/carer of a registered student at the academy.
- Should more nominations be received than places available, the LGB will make all necessary arrangements for a ballot to take place.
- Should a ballot be required, all parents/carers of registered students at the academy will be eligible to vote. They should receive a ballot form for completion and return to the academy by a specified closing date. Votes will be counted by the academy and results notified to the candidates. Details of the successful candidate will be notified to all parents of the academy at the earliest opportunity.
- Where a vacancy for a Parent Governor arises, the LGB shall take such steps as are reasonably practical to ensure that every person known to them to be a parent of a registered student at the academy is informed of the vacancy and given opportunity to nominate themselves, subject to eligibility.
- Where no nominations for Parent Governor are received by the closing date, the LGB may recommend to the Cockburn MAT Board any person for appointment to that vacancy who is the parent/carer of a registered student(s) at the academy; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.

## **Term of Office**

- The term of office for any person serving on the LGB shall be four years, with the exception of the Head of School/Headteacher who will serve until any such time that he/she leaves the academy.
- Governors may serve for more than one term of office, as approved by the LGB.
- The Cockburn MAT Board may suspend or remove any person from membership of the LGB at any time, in certain circumstances this may be without the reason being shared.
- Where an employee of Cockburn MAT is appointed to any LGB that appointment shall be suspended in the event of, and for the duration of, any suspension from work of that employee (including during any period of absence from work however that may arise). No employee is appointed to any LGB as a condition (or entitlement) under their contract of employment and they (and any other member of an LGB) may be removed from an LGB at any time by the Cockburn MAT Board.



## **Resignation**

- A member of the LGB may resign their office by notice, in writing, to the Chair of the LGB or COO.
- A member of the LGB employed by Cockburn MAT who ceases to be so employed, shall cease to serve on the LGB automatically on termination of his/her employment.

## **Chair and Vice-Chair**

### **Election**

At their first meeting in the academic year, the LGB shall elect a Chair and a Vice-Chair from amongst their number to serve until the first meeting of the following academic year. Persons who are employed by Cockburn MAT to work at that academy will not be eligible to be appointed as Chair or Vice-Chair.

- The Governance Professional to the LGB will act as chair during the first part of the meeting until a Chair is appointed.
- The Chair or Vice-Chair may at any time resign his office by giving notice in writing to the LGB. The Chair or Vice-Chair shall cease to hold office if:
  - he/she ceases to serve on the LGB;
  - he/she is employed by Cockburn MAT to work at that academy;
  - he/she is removed from office in accordance with this Code of Conduct;
- Where a vacancy arises in the office of Chair or Vice-Chair, the LGB must elect one of their number to fill that vacancy.
- Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice-Chair shall act as the Chair for the purposes of the meeting.
- Where the Chair and Vice-Chair is absent from the meeting, the LGB shall elect one of their number to act as a Chair for the purposes of that meeting. The person elected shall not be a person who is employed by Cockburn MAT at the Academy.
- An election of the Chair or Vice-Chair which is contested shall be held by secret ballot.

### **Removal**

- Any Governor may be removed from office by the Cockburn MAT Board at any time, with good reason.

## Intervention

### Removal of Delegated Powers from a LGB (in certain circumstances such as an Ofsted rating of Special Measures)

- Upon removal of delegated powers from an academy LGB, the Cockburn MAT Board will establish in place of the academy LGB an Interim Executive Board (IEB). The former academy LGB shall cease to exist with immediate effect.
- The number of members of the IEB shall not be less than 5 and may include Board Directors, Strategic Officers from within Cockburn Multi-academy Trust, Senior Leaders from within Cockburn MAT's portfolio of converted academies. Where deemed appropriate by Cockburn MAT, other persons may be appointed to the IEB to support transition to a replacement LGB.
- The COO will inform all members of the existing academy LGB, in writing, of its decision to remove delegated powers and cease the LGB.
- There will be no right to challenge the decision of the Cockburn MAT Board as this decision is final.
- The decision of the Cockburn MAT Board will be implemented with immediate effect and no further meetings of the LGB will be held.
- The IEB will seek to address current inadequacies whilst working towards the establishment of an outstanding and highly effective academy LGB, delivering outcomes and challenge, setting high standards which give young people access to opportunities through outstanding teaching, inspirational leadership and governance.

The reinstatement of Delegated Powers to the LGB can only be sanctioned by the Cockburn MAT Board.

### IEB – Implementation Timescale

- The decision to remove delegated powers from an academy LGB is taken by the Cockburn MAT Board.
- The LGB will be informed in writing by the COO of the Cockburn MAT Board's decision.
- The Chair of the IEB to facilitate the first meeting of the IEB **within 15 working days** of the Cockburn MAT Board's decision.
- Appointed Chair of the IEB to arrange communication of the decision of the Cockburn MAT Board to all academy stakeholders as soon as reasonably practicable.

## Interim Executive Committee – IEB

<b>Category</b>	<b>Number</b>	<b>How they are appointed/elected</b>
Executive Headteacher	1	Automatic
Head of School/Headteacher	1 per academy	Cockburn MAT Board appointment
IEB Member	At least 4	Cockburn MAT Board appointment
<b>Total</b>	<b>At least 6</b>	

### Membership of the IEB

- The number of persons who sit on each Interim Executive Board - IEB shall not be less than 5 (unless directed otherwise by the Cockburn MAT Board).
- The IEB will elect a Chair and Vice-Chair from amongst its members (unless directed otherwise by the Cockburn MAT Board).
- The IEB may seek approval of the Cockburn MAT Board, via the COO to appoint other persons to the IEB based on skills to support transition to a LGB.
- The Trustees (all or any of them) shall also be entitled to serve on the IEB, attend any meetings of the IEB and have a vote in proceedings at the meeting.

### Proceedings at Meetings of the LGB

#### Schedule of Meetings

- The LGB shall meet at least three times in every school year.
- Meetings of the LGB shall be convened by the Governance Professional to the LGB under the direction of the Chair.

### Agenda and Supporting Documentation

- Each member of the LGB shall be given the agenda and supporting documents seven clear days before the date of a meeting and pre-approved by the Executive Headteacher and COO.
- The Chair or, in his absence or where there is a vacancy in the office of Chair, the Vice-Chair, may agree a shorter notice period for the receipt of documents.
- The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received notice of the meeting or a copy of the agenda.
- The LGB shall ensure that a copy of:
  - the agenda for every meeting of the LGB;
  - the approved minutes of every such meeting; and

- any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available at the academy to persons wishing to inspect them.
- There may be excluded from any item required to be made available any material relating to:
  - a named teacher or other person employed, or proposed to be employed at the academy;
  - a named student/student at, or a candidate for admission to, the academy; and
  - any matter which, by reason of its nature, the LGB is satisfied should remain confidential.

### **Quorum**

- The quorum for a meeting of the LGB, and any vote on any matter at the meeting, shall be any three of the members of the LGB, or, where greater, any one third (rounded up to a whole number) of the total number of persons holding office on the LGB at the date of the meeting excluding vacancies.
- A meeting of the LGB may be terminated if it is inquorate and a further meeting shall be convened as soon as reasonably practicable. The LGB may continue the inquorate meeting for the purpose of discussion and exchange of information, however it shall not pass any resolutions. It may make recommendations to the next quorate meeting of the LGB.

### **Decision Making in line with scheme of delegation**

- Every question to be decided at a meeting of the LGB shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the LGB shall have one vote.
- A resolution to rescind or vary a resolution carried at a previous meeting of the LGB shall not be proposed at a meeting of the LGB unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.
- Where there is an equal division of votes, the Chair of the meeting shall have a casting vote.
- All decisions to be ratified by the Executive Headteacher ahead of minutes being approved to ensure compliance with the Scheme of Delegation.

<b>Governance</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Legally responsible for the Trust, academies and their governance</li> <li>• Responsible for the Board’s own processes in line with the legal requirements as set down in the Articles of Association and, for academies, the Master Funding Agreement</li> <li>• Legally responsible for statutory compliance</li> <li>• Delegate certain responsibilities to the LGB’s and to the CEO</li> <li>• Responsible for succession planning and the recruitment and removal of Board Trustees and Local governors to ensure an appropriate balance of skills and effectiveness of Trustees and governors at a local level</li> <li>• Responsible for ensuring that Trustees have the right level of training</li> <li>• Responsible for new Trustee induction</li> <li>• Responsible for evaluating their own processes and effectiveness</li> <li>• Responsible and accountable for evaluating the performance and effectiveness of LGB’s</li> <li>• Responsible for declaring any business interests</li> </ul> <p><i>*Members of the Board approve nominated Trustees for appointment</i></p>	<ul style="list-style-type: none"> <li>• Act on behalf of the Board to enable it to discharge its duties in relation to statutory compliance and the performance of the academies</li> <li>• Support the Board and LGB’s with their training and new Trustee/LGB induction</li> <li>• Provide the Board and LGB’s with advice and guidance to help them improve and evaluate their processes and effectiveness</li> <li>• Make recommendations to the Board on local governance model(s)</li> <li>• Provide administrative support for the Board</li> <li>• Review the independence and professionalism of clerking to ensure that LGB’s have effective clerking service to drive improved governance</li> <li>• Responsible for new LGB governor’s induction</li> </ul>	<ul style="list-style-type: none"> <li>• Are responsible for succession planning and the recruitment of LGB members to ensure an appropriate balance of skills and effectiveness</li> <li>• Appoint LGB Chair ideally no more than 4 years and to ensure succession planning for Chair of LGB</li> <li>• Responsible for ensuring that members have the right level of training</li> <li>• Are responsible for evaluating its own processes and effectiveness</li> <li>• Are responsible for maintaining its register of business interests</li> <li>• Members are responsible for declaring any business interests they have in relation to the academy.</li> <li>• Responsible for the line management of Headteachers</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for ensuring up to date with governance information</li> <li>• Responsible for ensuring the Department for Education’s (DfE) Get Information about Schools (GIAS) database is kept up to date with required governance information</li> </ul>

<b>Strategy</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>Review and agree the overall vision, values, strategy and long term objectives for the Trust</li> <li>Approve key performance indicators against which to monitor implementation of strategy and long term objectives</li> </ul>	<ul style="list-style-type: none"> <li>Develop and propose strategy to the Board</li> <li>Are responsible for implementing the strategy approved by the Board</li> <li>Develop and propose key performance indicators (kpis) against the strategy and long-term objectives</li> <li>Monitor progress against strategic aims and kpis, taking corrective action as required</li> <li>Oversees the development and regular updating of accurate self-evaluation of the academies</li> <li>Provide professional support and challenge to academies in developing their development plans</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for overseeing the implementation of the Board's strategy as it applies to the academy</li> <li>Provide challenge and support for developing the Academy Development Plan</li> <li>Oversees the development and regular updating of accurate self-evaluation of the academy</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for developing Academy Development Plan in line with the Trust expectations</li> <li>Responsible for developing the Academy's Development Plan, based on accurate self-evaluation</li> </ul>

<b>Academy Improvement</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Create robust accountability, oversight and assurance for educational performance</li> <li>• Hold executive leaders to account for the educational performance of Trust academies and its students, and the performance management of staff</li> <li>• Accountable for the attainment and progress of disadvantaged students who attract the pupil premium, catch up and other targeted payments</li> </ul>	<ul style="list-style-type: none"> <li>• Provide professional support and challenge to academies to drive improvement and high standards</li> <li>• Set annual performance targets for academy's relating to the quality of education</li> <li>• Responsible for monitoring the academies performance</li> <li>• Report to Trustees on academies performance against targets</li> <li>• Responsible for monitoring the academies response to the recommendations of the last inspection</li> <li>• Responsible for monitoring students' quality of education</li> <li>• Responsible for monitoring progress and attainment of different groups of students (including but not limited to pupil premium and others facing financial disadvantage, special educational needs and disability, looked after children, different ethnic groups with English as an Additional Language, most able students, differing ability cohorts)</li> </ul>	<p>Responsible for knowing, understanding and challenging:</p> <ul style="list-style-type: none"> <li>• The academy in its self-evaluation of significant strengths and weaknesses</li> <li>• The academies response to the recommendations of its last inspection</li> <li>• The academy vision and intent for the curriculum</li> <li>• Students' overall progress and attainment</li> <li>• Progress and attainment of different groups of students (including but not limited to pupil premium and others facing financial disadvantage, special educational needs and disability, looked after children, different ethnic groups with English as an Additional Language, most able students, differing ability cohorts).</li> <li>• The provisions in place to support students' progress and attainment (and the progress and attainment of specific groups), and for knowing and understanding the impact of those provisions</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for the accurate self-evaluation of the academy, its strengths and weaknesses and for implementing a 3-year plan of action to improve and develop based on the evaluation</li> <li>• Ensures a high quality of education is provided for all children</li> <li>• Has a detailed understanding of student attainment and progress (and the attainment and progress of specific groups), underpinned by sound evidence (including at individual student level)</li> <li>• Ensures appropriate action is taken in a timely, consistent and strategic way to address areas of weakness and improve academic performance, drawing on the best available evidence and monitoring impact</li> </ul>

<b>Quality of Teaching</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Monitor and evaluate the quality of teaching across academies and ensure that sufficient resources are allocated to deliver teaching excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for supporting, challenging and advising the academy in its programme of improvement.</li> <li>• Responsible for monitoring statutory compliance on behalf of the Board</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for knowing and understanding the academies own evaluation of the quality of teaching and ensuring the Headteacher is held accountable for improvements.</li> <li>• Responsible for supporting and challenging the academy in its programme of improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for the quality of teaching in the academy according to Trust policies and guidance</li> <li>• Responsible for the accurate self-evaluation of the quality of teaching, its strengths and weaknesses and for taking action to improve the quality of teaching</li> </ul>
<b>Curriculum</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Responsible for oversight of the curriculum as part of the overall strategy for academy improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the quality of education across the Trust and intervene as defined in the academy Improvement Strategy if the curriculum is not meeting the needs of all children.</li> <li>• Provide support for the delivery of a curriculum for an ever-changing World across the Trust academy's</li> <li>• Provide curriculum and statutory assessment guidance for all academies (EYFS, KS1 and KS2)</li> <li>• Monitor the implementation of the curriculum across the Trust support, challenge and advise the academy in the development and implementation of its curriculum policy</li> <li>• Responsible for monitoring statutory compliance on behalf of the Board</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for knowing and understanding the academy's own evaluation of the quality of its curricular and co-curricular provision</li> <li>• Support and challenge the academy in the implementation of its curriculum policy</li> <li>• Ensure senior leaders are accountable for the overall quality of education within the academy</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for the development and implementation of the curriculum policy</li> <li>• Responsible for the quality of education provided across the academy for all students</li> <li>• Responsible for the progression of learning across all subjects</li> <li>• Responsible for ensuring statutory requirements regarding curriculum are adhered to across the academy</li> </ul>



<b>Finance</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Legally responsible for the Trust's assets and accounts and for statutory compliance</li> <li>• Maintain robust financial oversight in accordance with the Education and Skills Funding Agency (ESFA) Academy Trust handbook</li> <li>• Review and support a rolling 3 year strategic vision for the finances of the Trust and its academies</li> <li>• Set the budget principles for the academy budgets and 3-year forecasts and approve the consolidated position for the Trust</li> <li>• Develop and monitor the strategic plan for capital expenditure considering all academy's' 3 Year Plans</li> <li>• Consider management accounts six times a year</li> <li>• Ensure a programme of internal scrutiny to provide independent assurance to the board that its financial and non-financial controls and risk management procedures are operating effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for compliance with the ESFA Academy Trust handbook</li> <li>• Develop a rolling 3-year financial plan in accordance with the strategic vision of the Trust</li> <li>• Act on behalf of the Board to discharge the duties in relation to statutory compliance and financial performance of the academy's</li> <li>• Provide accounting, financial planning, treasury and financial systems services for academies</li> <li>• Work closely with the Head of School/Headteacher in the preparation of the budget and 3-year forecast, setting national assumptions and reviewing and challenging locally set assumptions</li> <li>• Ensure the consolidated Trust budgets are prepared for approval by the Board</li> <li>• Monitor the Trusts' financial performance and challenges where there are variances to budget and the 3-year forecast</li> <li>• Develop with the COO a rolling programme of internal scrutiny for approval</li> <li>• Cooperate with auditors and implement their reasonable recommendations.</li> <li>• Develop procurement processes and purchasing</li> </ul>	<ul style="list-style-type: none"> <li>• Receives summary management accounts monthly to ensure the LGB is fully aware of the academy's financial performance</li> </ul>	<ul style="list-style-type: none"> <li>• Works closely with the EHT/Finance Manager and COO in the preparation of the budget and 3 year forecast for approval by the Board</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure an appropriate, reasonable and timely response to any findings given by auditors, taking the opportunity to strengthen the systems of financial management and control</li> <li>• Approve appropriate procurement processes and purchasing limits to ensure value for money and to ensure compliance with the Academies Trust Handbook.</li> <li>• Approve cash, banking and investment policies</li> </ul>	<p>limits to ensure Value for Money and ensure compliance with Academies Trust Handbook</p> <ul style="list-style-type: none"> <li>• Open new bank accounts as appropriate</li> <li>• Manage cashflow in line with investment policy</li> <li>• Maintain the Trusts Asset register</li> </ul>		
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<b>Staff Professional Development</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Ensure that staff development is given appropriate attention and resource by the Executive</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors the professional development provided by to ensure that the organisation provides appropriate opportunities for all staff</li> <li>• Provide Trust wide professional development for all Trust</li> <li>• Coordinate talent development and succession planning for leadership across the Trust</li> <li>• Develop and implement the HR strategy, including delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors effectiveness of professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and implements the academy's continuing professional development (CPD) strategy, including delivery of CPD aligned with the academy's improvement plan targeted to different groups of staff</li> <li>• Reports on CPD and its impact through the Headteacher report</li> <li>• Maintains a structured approach to talent management and succession planning at academy level</li> <li>• Ensures staff are able to benefit from appropriate professional development opportunities, (including internal and external opportunities), in line with talent management objectives</li> <li>• Ensures that CPD is recorded for staff</li> <li>• Provide and deliver an induction programme for newly appointed academy leaders and central team members</li> </ul>

<b>Performance management, staffing and pay</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>Responsible for approving Trust policies for performance management and pay to include terms and conditions of employment and setting of pay scales</li> <li>Directly responsible for the performance management of the Chief Executive, grievance or disciplinary action</li> <li>Approve annual pay awards applicable for all groups of staff</li> <li>Responsible for authorising performance-based pay awards for the Central Team as proposed by the CEO</li> <li>May be requested to be part of a pay appeal panel</li> </ul>	<ul style="list-style-type: none"> <li>Develop overall policies for performance management and pay</li> <li>Responsible for performance management of Heads of school and Headteachers.</li> <li>Provides professional support for all academies</li> <li>Approve pay progression for Central team</li> </ul>	<ul style="list-style-type: none"> <li>May be requested to be part of a pay appeal panel</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for managing performance management and pay appeal panel of academy based staff and implements Trust Performance Management Policy</li> <li>Recommends pay progression to the CEO</li> </ul>

<b>Inspection</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Receive inspection reports and lessons learned as appropriate</li> <li>• Receive reports regarding proposed actions to address key issue where a academy is found to be inadequate or requiring improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Provide support to prior to, during and after inspections</li> <li>• Provide update training for Ofsted inspections</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the requirements of the inspection process and supports the Headteacher</li> <li>• Responsible for engaging fully with the inspection process</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for ensuring all staff and the LGB fully understand requirements of the inspection process</li> <li>• Responsible for ensuring all staff and the LGB fully understand requirements of the process</li> <li>• Communicates the outcomes of the inspection process to parents, carers and as directed by the EHT and in line with statutory requirements</li> </ul>

<b>Early Years Foundation Stage (EYFS)</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Receive annual reports on compliance, standards and proposed actions to address issues</li> <li>• Review data on EYFS performance across the Trust academy's with EYFS provision</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for monitoring statutory compliance with respect to EYFS</li> <li>• Review data on EYFS performance</li> <li>• Provide training, advice, guidance, support and challenge with respect to EYFS provision</li> </ul>	<ul style="list-style-type: none"> <li>• Appoints an LGB member to have specific responsibility for EYFS</li> <li>• Responsible for monitoring the academy's evaluation of the quality of education, in particular early reading and phonics as part of the EYFS provision</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for quality of provision of EYFS, and for implementing actions to address weaknesses</li> </ul>

<b>Communication</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>Communicate a clear vision, strategy and communication plan for the Trust</li> </ul>	<ul style="list-style-type: none"> <li>Ensure effective communication between the Board, LGB Chairs, Head of School/Headteachers and other staff</li> <li>Ensure that staff understand relevant organisational strategies and associated priorities</li> <li>Ensure that academies are communicating appropriately with their communities</li> <li>Responsible for Trust wide communication about including inspection outcomes</li> </ul>	<ul style="list-style-type: none"> <li>LGB Chair (with Head of school/Headteacher) responsible for ensuring LGB members have all the information they require to be well informed about both the academy and the Trust</li> <li>LGB Chair (with Head of School/Headteacher) responsible for ensuring the views of the LGC are well communicated to Trustees and EHT</li> <li>Monitors communication with staff, parents/carers and community to ensure that priorities are well understood and issues of concern addressed</li> </ul>	<ul style="list-style-type: none"> <li>(With LGB Chair) responsible for ensuring LGB members have all the information they require to be well informed about both the academy and the Trust</li> <li>Ensures that organisational priorities are understood by all stakeholders</li> <li>Ensure all staff and volunteers are trained and abide by policies and code of conducts as regards communication including use of social media</li> <li>Ensure that staff and parent/carer surveys are carried out and followed up appropriately</li> <li>Conduct student voice activities and respond to any concerns identified</li> </ul>

<b>Links with parents, carers, guardians and the wider community</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Ensure development of strategy for links with parents/carers</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the strategy for links with parents/carers</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for monitoring the academy's links with parents/carers and the wider community</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for developing effective links with parents/carers, and the wider community</li> </ul>



<b>Review of local academy policies, processes and procedures</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Review and approve Trust Safeguarding Policy</li> <li>• Review and approve Supporting Students with Medical Needs policy</li> <li>• Review and approve the Group health &amp; safety policy</li> <li>• Review HR Policies for the Trust</li> <li>• Produce an equality statement</li> <li>• See Policy Tracker for all policies the Trust approve.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of exemplar policies, policy guidance and compliance checklists</li> <li>• Monitor academy adherence to the cycle of policy reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure adherence to regular cycle of academy policy reviews</li> <li>• Ensure that practice within the academy reflects most up-to-date policy documents</li> </ul>	<ul style="list-style-type: none"> <li>• Regular updating of all policies</li> <li>• Regular updating of process and procedures e.g., attendance registers, complaints log, work experience procedures</li> </ul>

<b>Risk management</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Overall responsibility for the risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the strategic risks facing the organisation</li> <li>• Maintain, regularly review and update the Trust Strategic Risk Register</li> <li>• Audit compliance with policy including existence and regular review the risk register</li> </ul>		<ul style="list-style-type: none"> <li>• Responsibility for risk management at their academy</li> </ul>

<b>Safeguarding</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>Accountable for setting overall policies for safeguarding and child protection to ensure appropriate action is taken in a timely manner to safeguard and promote children's welfare</li> <li>Appoint a named safeguarding Trustee</li> <li>Set the strategic vision for the spiritual, moral, social and cultural development of students</li> <li>Monitor data in relation to safeguarding incidents and their resolution</li> </ul>	<ul style="list-style-type: none"> <li>Provide safeguarding and child protection guidance for all, in line with statutory guidance and non-statutory national guidance</li> <li>Quality assure by sampling safeguarding visits to monitor compliance with policies and effectiveness of practice</li> <li>Responsible for monitoring that each LGB is effectively scrutinising statutory compliance with respect to safeguarding and child protection for all on behalf of the Board</li> <li>Responsible for monitoring statutory compliance with respect to the quality of spiritual, moral, social and cultural development of students on behalf of the Board</li> <li>Ensure all board members have the appropriate child protection checks and are recorded on the Single Central Record</li> </ul>	<ul style="list-style-type: none"> <li>Appoints an LGB member to have specific responsibility for welfare and child protection, reporting to full LGB as appropriate</li> <li>Monitor data in relation to safeguarding incidents and their resolution</li> <li>Monitor and challenge exclusions, race/hate, bullying and sexual harassment allegations</li> <li>Monitors, supports and challenges the welfare and child protection in the academy including: <ul style="list-style-type: none"> <li>(i) child protection (ii) exclusions (iii) serious disciplinary incidents (iv) attendance and (v) behaviour</li> </ul> </li> <li>Responsible for knowing and understanding the academies own evaluation of the quality of spiritual, moral, social and cultural development of students</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for safeguarding and child protection</li> <li>Is the designated lead who is responsible for ensuring all staff are trained and up to date with safeguarding procedures</li> <li>Responsible for identifying risks to effective safeguarding and taking action to reduce potential risks</li> <li>Responsible for the quality of spiritual, moral, social and cultural development of students</li> <li>Responsible for any exclusions and arrangements for alternative provision as required</li> <li>Responsible for providing reports on welfare and child protection to the LGB and EHT</li> </ul>

<b>Buildings and maintenance</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Review and support the Vision and strategy plans for Trust:</li> <li>• Estates</li> <li>• Green agenda</li> <li>• Review and approve 'planned' capital project proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and review 3- year Vision and strategy for Estates in line with the DfE Good Estates Management for Schools</li> <li>• Responsible for developing plans for capital expenditure based on knowledge of estate</li> <li>• Review and approve expenditure outside of the budget proposals for capital investment</li> <li>• Responsible for organising condition surveys for all academies on rolling 3-5year basis, along with new academy joining Trust</li> <li>• Responsible for monitoring compliance with statutory regulations relating to premises and accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors the impact of DFC (Devolved Formula Capital) spend on the quality of academy buildings</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for the maintenance of the academy and facilities (or monitoring of PFI contract)</li> <li>• Responsible, with the EHT, for developing priorities for capital expenditure from DC in line with condition surveys and other estates information</li> <li>• Responsible, for developing and reviewing business continuity plans</li> </ul>

<b>Health &amp; Safety</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Form the corporate body and serve as the employer under the Health and Safety at Work Act 1974</li> <li>• Responsible for setting overall policies for health and safety that are applicable Trust wide</li> <li>• Responsible for monitoring and periodically reviewing health and safety performance</li> <li>• Ensure adequate resources are made available for the discharge of the employer's health and safety duties</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint a competent health and safety professional</li> <li>• Develop health and safety policies and monitor performance reporting to Board</li> <li>• Provide central team staff with the training, information, instruction, and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner</li> <li>• Approval of category B visits as the Trust educational visits advisor</li> <li>• Report RIDDOR reports to the HSE</li> <li>• Liaise with enforcing authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint an LGB member to have specific responsibility for health and safety in the academy</li> <li>• Monitors, supports, and challenges the health and safety performance at the academy</li> <li>• Approval and monitoring of external visits (approval can be delegated to Headteacher for Category A visits)</li> <li>• Monitor accident records</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint a competent health and safety professional</li> <li>• Accountable for health and safety performance within the academy</li> <li>• Responsible for the implementation of health and safety policies and for statutory compliance</li> <li>• Ensures that all staff within their academy have received sufficient training, information, instruction, and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner</li> <li>• Responsible for providing reports on health and safety to the LGB</li> <li>• May delegate some health and safety responsibilities to staff in accordance with the Trust and academy health and safety policy</li> <li>• Ensures that staff with delegated responsibilities receive sufficient training, information, instruction and supervision this includes time to undertake the role</li> </ul>

<b>Data protection/General Data Protection Regulation (UK GDPR)</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Accountable for compliance with all data protection legislation</li> <li>• Ensure adequate resource for GDPR compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint a suitably qualified Data Protection Officer (DPO) or procure externally</li> <li>• Decide response to data breaches including reporting to the Information Commissioner’s Office (ICO)</li> <li>• Prepare, review and update a suite of data protection policies</li> <li>• Ensure central team GDPR compliance</li> <li>• Audit academy GDPR compliance</li> <li>• Provide access to GDPR training and updates</li> <li>• Review any data breaches</li> <li>• Review the outcome of the DPO audits on all academy’s, and implement central action points</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure a Data Protection Lead (DPL) is appointed</li> <li>• Review compliance with DPL</li> <li>• Review any data breaches</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint a DPL of sufficient seniority</li> <li>• Provide DPL with adequate training, support and resources to fulfil their role</li> <li>• Ensure compliance with Trust data protection policies and procedures</li> <li>• Report Breaches to Data Protection Officer and inform Central Team</li> <li>• Ensure all staff have received GDPR training</li> </ul>

<b>Handling of complaints</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• Ensure that a suitable complaints policy exists</li> <li>• Receive and pass on to the relevant Executive complaints from the Department for Education (DfE), the Education and Standards Funding Agency (ESFA), Ofsted and similar bodies</li> <li>• Review the number and type of complaints received across the Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and review Trust wide complaints policy</li> <li>• Responsible for monitoring statutory compliance in relation to complaints</li> <li>• Ensure complaints received at Central Team are directed to the appropriate person in line with the complaints policy</li> <li>• Receive and where appropriate investigate complaints about an LGB Chair</li> </ul>	<p>Responsible for handling and monitoring of complaints in line with Trust Complaints Policy and guidance</p>	<ul style="list-style-type: none"> <li>• Responsible for handling and monitoring of complaints in line with Trust Complaints Policy and guidance</li> </ul>

<b>Admissions</b>			
<b>Trustees (the Board)</b>	<b>CEO</b>	<b>Local Governing Bodies</b>	<b>Head of School/Headteacher</b>
<ul style="list-style-type: none"> <li>• The Board of Trustees is the legal Admissions Authority for all academy's in the Trust</li> <li>• Responsible for determining all admission arrangements on an annual basis or where admissions code changes specify the need</li> <li>• Review Trust information and data via Hos/HT Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for developing and reviewing Trust wide admission arrangements for all academies</li> <li>• Responsible for monitoring statutory compliance in relation to admissions arrangements</li> <li>• Provide updates to Trust Board on developments</li> <li>• Responsible for consultation of admissions arrangements</li> <li>• Responsible for approval of PAN changes</li> </ul>	<ul style="list-style-type: none"> <li>• Review admissions numbers for academy</li> <li>• Responsibility for ensuring that all statutory admissions documents are live on the academy website</li> <li>• Responsibility for in-year admissions in consultation with the Headteacher/HoS</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for publishing all statutory admissions documentation on the academy website</li> <li>• Responsible for raising academy profile for admissions</li> <li>• Responsible with EHT for reviewing oversubscription criteria annually</li> <li>• Responsibility for ensuring compliance with statutory obligations around admissions</li> <li>• Responsibility for in-year admissions in consultation with EHT</li> </ul>



## Delegated Levels of Authority LGB Operational Matters

Delegated Duty	Accountability	Delegated Authority	Comment
MAT Development Plan and Academy Development Plan	Board	LGB	The LGB will take ownership of the Cockburn MAT Development Plan and support in delivering the key aims as we as the Academy Development Plan
Code of Conduct	Board	LGB	<p>All members of the LGB have a duty to act in accordance with the Code of Conduct. LGB members will at all times adhere to the Nolan Principles of Public Life and act with:</p> <ul style="list-style-type: none"> <li>▪ selflessness</li> <li>▪ integrity</li> <li>▪ objectivity</li> <li>▪ accountability</li> <li>▪ openness</li> <li>▪ honesty</li> <li>▪ leadership.</li> </ul> <p>LGB members will act in the best interest of Cockburn Multi Academy Trust and the Academy.</p> <p>LGB members shall be open about decisions, being prepared to justify those decisions</p>
Data and Information	Board	LGB	The LGB shall provide data and information regarding the business of the Academy and the students attending the Academy as the Cockburn MAT Board requires and in line with UK GDPR.
Removal of a Governor	Board	Executive Headteacher	Delegated to Exec HT for such instances as safeguarding issues that require swift action

## Structures to Support Education

Delegated Duty	Delegated Authority	Comment
Examination/Test entries	Full Delegation	The Head of School/Headteacher will be responsible for organising and submitting examination/test entries (including at KS4 qualifications, Cockburn MAT Boards, tiers of entry and sittings).
Staffing Structure	Held with the Board	The Executive Headteacher will be responsible for the setting and review of the staffing structure, the Head of School/Headteacher will be responsible for implementation.
Tracking and Monitoring Systems	Full Delegation	The Head of School/Headteacher will be responsible for implementing effective data tracking and monitoring systems which enable accurate target setting.
Target Setting	Held with the Board	The Executive Headteacher will be responsible for setting and reviewing targets in consultation with the Head of School/Headteacher and Board approval.
Assessment Procedures	Full Delegation	The Head of School/Headteacher will be responsible for all assessment procedures, ensuring they are compatible with Cockburn MAT expected standards.
Behaviour and Rewards	Full Delegation	The Head of School/Headteacher will be responsible for implementation of the behaviour and rewards policies and feedback to Executive Headteacher for approval.
Attendance	Full Delegation	The CEO will be responsible for the setting of targets and the Head of School/Headteacher will be responsible for the monitoring and delivering of the targets.

## Human Resources (HR)

<b>RECRUITMENT</b>	
<b>All appointment panels must <i>include one person who has successfully completed Safer Recruitment Training</i></b>	
Executive Headteacher	Panel of 5: Representatives of the Cockburn MAT Board, COO (advisory capacity)
Chief Operating Officer	Panel of 3: Representatives of the Cockburn MAT Board and Executive Headteacher
School Improvement Officer	Panel of 3: Chief Executive Officer and COO
Head of School/Headteacher	Panel of 3: Executive Headteacher, 1 Representative of the Cockburn MAT Board (ideally Chair), Chief Operating Officer (advisory capacity) and Chair of Governors.
Core MAT Team posts	Executive Headteacher, Chief Operating Officer and School Improvement Officer (where appropriate).
Deputy Headteacher	Panel of 3: Executive Headteacher, Head of School/Headteacher and Chair or Vice-Chair of LGB
SLT, Head of Department/Faculty, Senior Support Staff	Executive Headteacher and Head of School/Headteacher
TLR Posts	Panel of 1: Executive Headteacher and Head of School/Headteacher (or nominated representative)
All other Teaching posts	Panel of 1: Executive Headteacher and Head of School/Headteacher (or nominated representative)
All Support Staff posts (other than SLT posts)	Panel of 1: Executive Headteacher and Head of School/Headteacher (or nominated representative)

**Please note** that appointment panels may include additional members over and above the minimum required. For example, it would be usual practice for the Chair or Vice-Chair of the LGB to be included in the Head of School/Headteacher Appointment Panel.

<b>DISCIPLINARY CASES AND DISMISSALS</b>			
<ul style="list-style-type: none"> <li>▪ Disciplinary</li> <li>▪ Capability (professional competence)</li> <li>▪ Ill Health Capability</li> </ul>		<ul style="list-style-type: none"> <li>▪ Redundancy</li> <li>▪ Some other substantial situation</li> </ul>	
<b>Posts</b>	<b>Accountability</b>	<b>Delegated Authority</b>	<b>Appeal</b>
Executive Headteacher	Board	The composition of staffing panels will normally be 3 governors, in circumstances where it proves difficult to obtain 3 Governors in a timely manner, the Executive Headteacher may sit on the panel with 2 other Governors. Where a panel of governors is composed this may consist of governors from across the LGB's within the MAT. This is an amendment to LCC and DELTA HR policies to take into account the MAT structure.	The composition of staffing panels will normally be 3 governors, in circumstances where it proves difficult to obtain 3 Governors in a timely manner, the Executive Headteacher may sit on the panel with 2 other Governors. Where a panel of governors is composed this may consist of governors from across the LGB's within the MAT. This is an amendment to LCC and DELTA HR policies to take into account the MAT structure.
Chief Operating Officer	Board		
School Improvement Officer	Board		
Head of School/Headteacher	Board		
Core Team posts	Board		
Deputy Head and SLT Members	Board		
All other academy Posts	Board		
<b>GRIEVANCE</b>			
Executive Headteacher	Board	The composition of staffing panels will normally be 3 governors, in circumstances where it proves difficult to obtain 3 Governors in a timely manner, the Executive Headteacher may sit on the panel with 2 other Governors. Where a panel of governors is composed this may consist of governors from across the LGB's within the MAT. This is an amendment to LCC and DELTA HR policies to take into account the MAT structure.	The composition of staffing panels will normally be 3 governors, in circumstances where it proves difficult to obtain 3 Governors in a timely manner, the Executive Headteacher may sit on the panel with 2 other Governors. Where a panel of governors is composed this may consist of governors from across the LGB's within the MAT. This is an amendment to LCC and DELTA HR policies to take into account the MAT structure.
Chief Operating Officer	Board		
School Improvement Officer	Board		
Head of School/Headteacher	Board		
Core Team posts	Board		
Deputy Head and SLT Members	Board		
All other academy Posts	Board		

<b>OTHER HR FUNCTIONS</b>		
<b>Performance Management</b>	<b>Accountability/ Reporting to</b>	<b>Delegated Authority</b>
Executive Headteacher	Board	Chair of the Board plus 2 other Representatives of the Cockburn MAT Board (pay review committee)
Chief Operating Officer	Board	Executive Headteacher
School Improvement Officer	Board	Executive Headteacher
Head of School/Headteacher	Board	Executive Headteacher
Core Team posts	Board	COO for HR Managers, Finance Manager and ICT Network & Services Manager
Deputy Head	Board	Executive Headteacher, and Head of School/Headteacher
All other academy Posts	Board	In accordance with the list of agreed Reviewers approved by the Head of School/Headteacher

<b>OTHER HR FUNCTIONS</b>		
<b>Function</b>	<b>Accountability/ Reporting to</b>	<b>Delegated Authority</b>
Restructuring, TLR	Board	Executive Headteacher and Chief Operating Officer
Re-grading/Re-designation	Board	Executive Headteacher and Chief Operating Officer
Creation of permanent new posts	Board	Executive Headteacher and Chief Operating Officer
Revisions to Pay and Conditions	Board	Executive Headteacher and Chief Operating Officer
Decision to make Redundancies	Board	Executive Headteacher and Chief Operating Officer
Determination of Executive Headteacher pay range	Board	The Cockburn MAT Board via pay review committee, delegates outlined above.
Determination of Head of School/Headteacher/and Deputy Head pay range	Board	Executive Headteacher and Chief Operating Officer
Determination of Senior Leader pay range	Board	Pay review committee and Executive Headteacher

**Any other delegated Authority not described would need to be referred to the Executive Headteacher/the Cockburn MAT Board for a decision**

## Premises

<b>Delegated Duty</b>	<b>Accountability</b>	<b>Delegated Authority</b>	<b>Comment</b>
Land and Buildings	ESFA	Board	The land and buildings of each Academy are held and owned by Cockburn Multi Academy Trust. Any legal interest in the land and buildings to be granted or varied are reserved to the Directors on behalf of Cockburn Multi Academy Trust.
Informal Lettings	Board	The Board	Informal letting and use of the land and buildings may be granted by the LGB provided that no legal interest is granted and that the Lettings Policy is followed.
Disposals or Acquisitions of Land	ESFA	Board	The responsibility for any disposals or acquisitions of land to be used by the Academy will be that of the Directors.
Land and Building Insurance	ESFA	Board	Insuring the land and buildings used by the Academy will be the responsibility of the Trustees. *
Maintenance of the Building and Facilities	Board	Board	The maintenance of the buildings and facilities used in respect of the Academy is the responsibility of the Trust, who shall have regard at all times to the safety of the users of the buildings and the facilities.

**\* It shall be noted that the use of land and buildings may be subject to legal restrictions on the legal title or in any lease to Cockburn Multi Academy Trust. The LGB shall consult the Chief Operating Officer, who in turn will raise with the Cockburn MAT Board, on any aspect of the land and buildings that may require consent from a third party, including proposed building works, proposed leases or sharing occupation.**

## Extended Schools & Business Activities

<b>Delegated Duty</b>	<b>Accountability</b>	<b>Delegated Authority</b>	<b>Comment</b>
Extended Schools	Board	Board	<p>Any activities which would be described as part of the Academy's "Extended Schools Agenda" or any activities designed to generate business income is the responsibility of the Cockburn Multi Academy Trust. This shall be only undertaken in a manner consistent with any policy set by the Cockburn MAT Board.</p> <p>The LGB must have regard to the viability of such activities, the impact on the Academy's activities and any financial implications such as the threat of taxation in light of Cockburn Multi Academy Trust's charitable objectives and any threat to funding provided by the Secretary of State.</p>
Proposed Activities	Board	Board	Any proposed activity which may or shall result in establishing a separate trading company shall be reserved to the Cockburn MAT Board.

## Regulatory Matters

<b>Delegated Duty</b>	<b>Accountability</b>	<b>Delegated Authority</b>	<b>Comment</b>
Regulatory and Legal Matters	ESFA	Board	The responsibility for the satisfaction and observance of all regulatory and legal matters shall be that of the Cockburn MAT Board but the LGB shall do all things as the Directors may specify as being necessary to ensure that Cockburn Multi Academy Trust is meeting its legal obligations.

## Conflicts

<b>Delegated Duty</b>	<b>Accountability</b>	<b>Delegated Authority</b>	<b>Comment</b>
Event of any Conflict	Board	Board	In the event of any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

## Finance – Overall Level of Finance Authority

An academy will retain full financial authority unless a trigger point is reached. Once a trigger point is reached the academy will either move into the category of Partial Authority or Authority Removed. The categorisation is explained below:

### Delegated Levels of Authority – Finance

Delegated Duty	Accountability	Delegated Authority	Comment
Academy Budget Approval	Board	Board	<p>The Academy in conjunction with the Finance Team will produce a balanced budget.</p> <p>Cockburn Multi Academy Trust will ensure that the budget is reported to the ESFA in accordance with the required timeframe by 31 July.</p> <p>Each academy budget will be signed off by the Executive Headteacher, COO and Finance Manager with a report to the LGB.</p>
	Board	Board	<p>A 3 year financial plan (including the current year budget) in consultation with the Executive Headteacher, Chief Operating Officer and Finance Manager in advance of each academy financial year.</p> <p>The budget will be signed off at the academy by:</p> <ul style="list-style-type: none"> <li>▪ Executive Headteacher, COO &amp; Finance Manager</li> <li>▪ Head of School/Headteacher</li> <li>▪ Business Manager (if in post)</li> </ul> <p>Any revisions to the budget during the year will be submitted to the Chief Operating Officer and Finance Manager for sign-off.</p>

<b>Delegated Duty</b>	<b>Accountability</b>	<b>Delegated Authority</b>	<b>Comment</b>
Academy Budget Monitoring	Board	Board	<p>Cockburn Multi Academy Trust will receive reports on the overall consolidated financial position from the Finance Manager.</p> <p>Cockburn Multi Academy Trust will direct individual academies to undertake in-depth reviews of specific issues as required.</p>
	Board	Board	<p>The budget will be monitored for the academy in conjunction with the Executive Headteacher, Chief Operating Officer and Finance Manager and provide termly reports to the Cockburn MAT Board containing explanations of variances.</p> <p>Appropriate actions to address any projected budget difficulties (income or expenditure) will be communicated.</p> <p>The Mat Core Finance Team and COO will regularly monitor and be take shared responsibility for student number trends to assess the effect on the financial position.</p>
Annual Report and Financial Statements	Board	Board	<p>Cockburn Multi Academy Trust will approve the Annual Report and Financial Statements prior to submission to the DfE.</p> <p>Cockburn Multi Academy Trust will review the performance of each academy (Educational and Financial) and determine future required actions.</p>
	Board	LGB	<p>The LGB will ensure that sufficient resources are allocated for the preparation of the Financial Statements in accordance with the timeline notified by the Finance Manager.</p>



<b>Delegated Duty</b>	<b>Accountability</b>	<b>Delegated Authority</b>	<b>Comment</b>
Best Value	Board	Board	Cockburn Multi Academy Trust will provide all procurement and purchasing guidelines (including tender arrangements). Cockburn Multi Academy Trust will provide procurement arrangements in all academies and determine the use of corporate contracts.
Audit (External and Internal)	Board	Board	Cockburn Multi Academy Trust will appoint all external and internal auditors.
	Board	Board	The Board will review reports from the auditors and provide comments on the operational controls in place for all the financial processes.
Investment and Cash Flow	Board	Board	Cockburn Multi Academy Trust will approve the Investment Strategy on an annual basis.  Cockburn Multi Academy Trust will invest surplus monies on behalf of each academy in interest earning accounts.
	Board	Board	The Finance Manager and Chief Operating Officer will monitor the cash flow position and identify any surplus resources they may have available for investment.
Income Generation - Lettings	Board	Board	Cockburn Multi Academy Trust will consider any requests for changes to the level of fees and charges from the LGB and approve/reject as appropriate.
	Board	LGB	The LGB will undertake an annual review of all sources of income received by the academy to ensure fees and charges remain appropriate and in line with any increase in cost. Proposals on changes to fees and charges will be agreed by the LGB and reported to Cockburn Multi Academy Trust for approval.  The LGB will review the academy's policy on lettings (including charges) on an annual basis (and at other times as appropriate) and identify any action required.  Any surplus income generated by the academy on a project (ie non-grant income) belongs to each individual academy for them to invest in the future learning of the students.

<b>Delegated Duty</b>	<b>Accountability</b>	<b>Delegated Authority</b>	<b>Comment</b>
Insurance	Board	Board	Cockburn Multi Academy Trust will determine the appropriate insurance provider and use its purchasing power to ensure that all academies receive Best Value and Value for Money from their insurance.  All academies will receive regular updates from the Chief Operating Officer and regular questionnaires from the insurance company to ensure that the insurance policies cover the relevant needs of each academy.
	Board	LGB	The LGB will ensure that all information regarding incidents and claims are recorded and will consider regular reports on the claims history.
Fraud & Irregularity	Board	Board	Cockburn Multi Academy Trust will inform the ESFA of any instances of fraud, theft and/or irregularity.
	Board	LGB	The LGB will notify Cockburn Multi Academy Trust immediately of any incidents of fraud.
Bank Accounts	Board	Board	Cockburn Multi Academy Trust will authorise the opening of all bank accounts.
	Board	Board	The Board and MAT Core Finance Team will ensure the academy bank account is operated in accordance with r Cockburn Multi Academy Trust requirements.
Risk Management	Board	Board	Cockburn Multi Academy Trust will approve the overall risk management strategy for the organisation.
	Board	Board	The Board will review the effectiveness of the academy's internal control and risk management systems to ensure that the aims, objectives and key performance targets are achieved in the most economic, effective and environmentally sustainable manner.  The Trust will produce a Business Continuity Plan and each academy will have one.

<b>Delegated Duty</b>	<b>Accountability</b>	<b>Delegated Authority</b>	<b>Comment</b>
Register of Interests	Board	Board	Cockburn Multi Academy Trust will determine the format of the Register of Business Interest and notify the LGB.  Cockburn Multi Academy Trust will maintain, and update on an annual basis, a register for all Trustees and senior staff in Cockburn Multi Academy Trust.
	Board	LGB	The LGB will maintain, and update on an annual basis, a Register of Business interests in the format agreed by Cockburn Multi Academy Trust for all governors and senior staff in the academy.
Investment	Board	Board	Cockburn Multi Academy Trust will approve the Investment Policy on an annual basis.
Capital Programme	Board	Board	Cockburn Multi Academy Trust will provide guidance on capital expenditure and funding. This will include the process for approving capital projects.  Cockburn Multi Academy Trust will receive reports from all academy LGBs on new projects and approve/reject as appropriate.
	Board	Board	The Executive Headteacher will submit regular reports to Cockburn Multi Academy Trust on the financial and physical progress on each project.
Fixed Assets	Board	Board	Cockburn Multi Academy Trust will establish a Fixed Assets Policy and guidelines for the acquisition, protection and disposal of assets.  Cockburn Multi Academy Trust will consider all requests for the acquisition and disposal of the freehold for land and buildings and consult with the ESFA on all matters.  Cockburn Multi Academy Trust will consider all requests for the acquisition and disposal of heritage assets and consult with the ESFA on all matters.
	Board	LGB	Cockburn Multi Academy Trust will receive reports from the LGB on any issues relating to the acquisition or disposal of assets.  The LGB will ensure that all assets are managed and maintained.

<b>Delegated Duty</b>	<b>Accountability</b>	<b>Delegated Authority</b>	<b>Comment</b>
Leasing	Board	Board	Cockburn Multi Academy Trust will agree all leases that are to be entered into by academies. This will include seeking ESFA's approval where necessary.
	Board	LGB	The LGB will clarify the need for leases to be taken and will request approval from Cockburn Multi Academy Trust.
Special Payments	Board	Board	Cockburn Multi Academy Trust will consider all requests for special payments and approve/reject as determined in line with the Academies Financial Handbook.
Financial Levels of Authority	Board	Board	Approval by Cockburn Multi Academy Trust will be in line with the approved financial levels of authority.

## Overall Level of Finance Authority

Delegated Duty	Value	Delegated Authority – Approval Required From	Comment
Ordering goods and services and the authorising of invoices (includes the advertising of tenders and the awarding of contracts)	Above £3,000 and up to £8,000	Budget Holder (eg Head of Department)  Approval of the Executive Headteacher also be required.  Middleton Primary – Headteacher  CJCA – Exec HT/HOS  CS- EXEC HT/HOS  CHRA – Exec HT	Minimum of two oral quotations
	Above £8,000 and up to £74,999	As above	Minimum of three written quotations.
	Above £75,000	As above	Three formal quotations to be submitted in writing by a specified date and time and based on a written specification and evaluation criteria; (This can be waived in exceptional circumstances with the prior approval of the Executive Headteacher and Chair of Governors)

<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority – Approval Required From</b>	<b>Comment</b>
Authorising monthly salary payments	Unlimited	Executive Headteacher, Chief Operating Officer & Finance Manager	
Signature for Cheques, BACS payment authorisations and other bank transfers	Unlimited	Executive Headteacher and Chief Operating Officer	
Signatories for grant claims and DfE returns	Unlimited	Executive Headteacher, Chief Operating Officer	Two signatories or as required by the DfE/ESFA.
Virement of budget provision (ie no impact on overall budget)	Within departments	Business Manager and Budget Holder.	Virement within a department at discretion of Business Manager in consultation with budget holder.
	Between departments over £30,000	Executive Headteacher, Chief Operating Officer, Business Manager and Finance Manager	
Disposal of Freehold Land & Buildings and Heritage Assets Disposal of Assets (other than freehold land and buildings)	Any	Board	ESFA approval required.
	Up to £19,999	Executive Headteacher and Chief Operating Officer	Reported to the Cockburn MAT Board
	Over £20,000	Executive Headteacher, Chief Operating Officer, Finance Manager and the Cockburn MAT Board	Reported to the Cockburn MAT Board.

<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority – Approval Required From</b>	<b>Comment</b>
Purchase of freehold land or buildings	Any	Board	ESFA approval required.
Taking up of any leasehold or tenancy agreement on land or buildings	Any	Board	ESFA approval required.
Taking up a finance lease for any asset and for any period	Any	Board	ESFA approval required.
Staff severance payments and compensation payments	Any	Board via Resources Committee	Reported to the Cockburn MAT Board. ESFA approval required see guidance.

### **Annual Review of Scheme of Delegation**

<b>Delegated Duty</b>	<b>Accountability</b>	<b>Delegated Authority</b>	<b>Comment</b>
Effective Date	Board	-	The Scheme of Delegation shall be effective from the date of publication on the website
Scheme of Delegation Review	Board	-	The Board will have absolute discretion to review the Scheme of Delegation at least on an annual basis and to alter any provision therein
Material Changes	Board	-	In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Cockburn MAT Board will have regard to and give due consideration to any view of the LGB