Schedule of Delegation (SoD)

2026-27

Policy Group	B	Governance
Title	B6i	Schedule of Delegation
Trust sub-committee		Trust Board
Last reviewed		June 2026
Next scheduled review		June 2027
Co-ordinated by		CEO

System of Governance

1. Introduction

1.1 The Ambition Education Trust (**AET**) is a charitable company limited by guarantee, (registration no: 07523557) and an exempt charity. The Trustees of the AET are ultimately accountable, in law, for all major decisions concerning all the academies and subsidiary companies within the Trust.

1.2 The Trust is formally recognised by the Secretary of State for Education as a Multi-Academy Trust in accordance with the Academies Act 2010 and through the contractual instrument of the Master Funding Agreement. The AET is governed by a Trust Board which is accountable to the Secretary of State for Education and the Department for Education (DfE) and has overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishment and running of the academies operated by the Trust.

1.3 The following Academies will be operated by the Trust:

- The Adeyfield Academy
- Alban City Free School
- Beech Hyde Primary and Nursery School
- Garden Fields JMI School
- Ridgeway Academy
- Sandringham School
- Skyswood Primary and Nursery School
- St Albans Girls' School
- Verulam School
- Wheatfields Infants' and Nursery School
- Wheatfields Junior School

2. AET Members

The AET has 5 members. Their role is to hold the AET Trust Board to account. They meet at least once a year and are encouraged to join some groups and visits in line with their role. The Chair of Trustees ensures that Members are kept informed and engaged. This maintains a robust governance structure as Members are independent of the AET Trust Board.

3. AET Trust Board

3.1 The **AET** Trust Board is comprised of up to 10 Trustees:

- Up to 8 but no fewer than 3 Trustees shall be appointed by the Members;
- Additional Trustees shall be appointed by the Trustees
- In addition, and where appropriate, up to 2 Trustees appointed by Trustees (skills dependent).

3.2 The AET Trust Board will meet a minimum of 3 times a year. The AET Trust Board has overall responsibility for 3 areas:

- Strategic leadership of the AET;
- Accountability and assurance;
- Engagement

3.3 The AET is a charitable company and so Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and Company Directors (within the terms of the Companies Act 2006). Trustees are bound by both charity and company law. The terms 'Trustee' and 'Director' are often used interchangeably. The AET uses the term 'Trustee' as it avoids the possible confusion caused when Executive Leaders are Directors.

3.4 The AET has channels of communication between the Trust Board, Local Governing Boards (LGBs) and the CEO so that LGBs can share areas of interest or concerns.

3.5 The AET Trust Board has four Board Committees with delegated powers for:

- Standards and Curriculum (meets at least termly)
- Finance and Resources (meets at least termly)
- Audit and Risk (meets at least termly)
- Pay (meets twice a year)

3.6 At least three Trustees sit on each Board Committee.

3.7 The AET Trust Board has a responsibility to make pay determinations for all staff annually. This responsibility is delegated to the Pay Committee to ensure that all pay determinations act in accordance with the Trust's Pay policy and procedures, including adherence to timings. They are also responsible for the CEO Appraisal.

3.8 The Trust delegates detailed scrutiny of financial management to the Finance & Resources Committee.

3.9 The AET Trust Board appoints the CEO who manages the deputy CEO, manage the CPFO, Dir Estates/Operations, Dir IT, Dirs HR, Dir Projects and Dir Curriculum and Standards (Primary)carrying out their performance management and setting their targets as shown in the organisational chart. These positions form the Executive Leadership of the **AET**.

3.10 The Chair and Vice-Chair of the Trust meets with the CEO, Deputy CEO and CPFO every two weeks.

4. Sub-committees of Trust Board – known as Local Governing Bodies (LGB)

4.1 The AET Trust Board delegates certain school level functions to the Local Governing Boards of the individual schools within the Trust. These are formally constituted as sub-committees of the Trust Board and are known as LGBs. The level of delegation is determined by the Trustees.

4.2 LGBs are an essential part of the governance structure, providing the local perspective and acting as a critical friend to the Head Teacher and Senior Leadership team. Their role is to support the school through constructive challenge and evaluation of school specific issues and provide local oversight in areas of Strategy & Leadership, School Improvement, and Quality of Education in accordance with their Terms of Reference. They also provide assurance to the AET Trust Board that the school is:

- Operating within the ethos and values of the Trust;

- Creating a positive climate for all stakeholders;
- Working within agreed policies;
- Working towards, and making progress on, agreed targets (e.g. the School Improvement Plan);
- Engaging with stakeholders;

4.3 Acting as an ambassador for the Trust.

4.4 The LGB meeting schedule and responsibilities are set out in the Terms of Reference for LGBs. The AET Trust Board has a responsibility to ensure the LGBs are effective and have the appropriate direction and skills to be able to execute their roles. In the event of any serious concerns around capability, the Trust Board has a duty to intervene.

4.5 The AET Trust Board is responsible for the appointment and removal (where necessary) of the LGB Chairs following nominations from LGBs.

4.6 The AET Trust Board ensures effective two-way channels of communication between Trustees and LGBs, as well as providing specific training and development programmes for all involved in the governance of the Trust.

4.7 LGB Chairs meet with the Chair of Trustees, CEO and members of the Executive Leadership team at least termly in CoG Forum meetings

5. Schedule of Delegation

5.1 The Schedule of Delegation (SoD) defines lines of responsibility and accountability in the **AET** to ensure that the Members, Trustees, Trust Board Committees, LGBs, and Executive Leadership understand their respective roles and responsibilities within the governance structure. When a process is not mentioned in this SoD, it shall be assumed to have been retained by the Trust Board.

5.2 It is important that the SoD is visible and understood by all, both within and beyond the Trust so that it is clear how the AET governance structure and lines of accountability work. Our Schedule is published on the AET website.

5.3 The SoD as set out below forms part of a suite of documents adopted by the AET as the governance framework for the oversight and management of the AET community of academies. The principal aims are to:

- Ensure clarity of vision, ethos and strategic direction;
- Hold executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff;
- Oversee the financial performance of the organisation and make sure its money is well spent.

5.4 The SoD must be read in conjunction with the Trust's governance framework documents. These include the Trust's internal documentation and pertinent external publications. For a list of Related Documents, see p. 5.

5.5 This SoD may only be amended by the Trust Board.

5.6 The AET embodies our goal of '*Educational Excellence for all*'. This reflects our desire to

deliver an outstanding educational opportunity for the greater benefit of the wider community, recognising qualities in all young people and enabling success and high aspiration for all.

6. School improvement

We have a clear commitment to ongoing school improvement and use the current Ofsted framework to measure our progress. We display a proven track record which shows that with robust monitoring, support and high-quality focus on teaching and learning, the learning opportunities of young people are enhanced, our goal that no one gets left behind, is achieved, and students are prepared for their future lives. We have also shown that by sharing the highest quality pedagogical and teaching practice, all members of the school community thrive, with extensive opportunities for the development of future leaders and a sharpened focus at the heart of high-level teaching and learning.

7. Context

The DfE and the parents/carers of the children and young people in our charge have entrusted the AET and its community of academies with delivering accessible high-quality meaningful learning. To this end, there is:

- Societal expectation for expertise and excellence of learning
- Student and pupil expectation for engaging and effective learning
- System expectation for enabled and efficient learning

8 Integrated System of Governance

The Trust's system of governance and documented working practices are integral to the effective and efficient operation of the Trust Board and by extension, the execution of Trustee's obligations as both directors of the charitable company and in their oversight and discharge of the management of the Trust and its family of academies.

8. Monitoring of Schedule of Delegated Authority

It is the responsibility of the Trust Board and those to whom it delegates the authority, to ensure that the principles and procedures of this SoD are adhered to. The use of this document will be subject to routine monitoring to ensure its accuracy in practice. The evidence gathered from monitoring shall inform any reviews and future revisions to the SoD, which will be carried out at regular intervals.

9. Related Documents

AET Articles of Association
AET Members Terms of Reference
AET Trust Board Terms of Reference
AET LGB Terms of Reference
AET Standards and Curriculum Committee Terms of Reference
AET Finance and Resources Committee Terms of Reference
AET Audit Committee Terms of Reference
AET Pay Committee Terms of Reference
AET Declaration of Pecuniary and Personal Interests
AET Master Funding Agreement
AET Supplemental Funding Agreements
AET Strategic Plan
AET School Improvement Plan
The ESFA Academy Trust Handbook (updated annually)
The DfE Guidance: Multi-academy Trust Resources (periodically updated)
The DfE Governance Handbook – an essential resource for governors and Trustees outlining roles and responsibilities for those governing. It also details the legal duties of the governing board of all state schools in England.

STRATEGY AND LEADERSHIP					
TASK	**TRUST BOARD**	**CEO**	**EXECUTIVE TEAM**	**LGB**	**HEAD TEACHER**
L1 Articles of Association: Approve	Members approve, trustees prepare	Support preparation			
L2 Schedule of Delegation: Creation and annual review of SoD	Review and approve	Produce	Support monitoring and updating	Consulted and informed	
L3 AET vision and strategic plan: Set , monitor and review AET strategic vision and AET strategic development plan/KPIs.	Review, challenge and approve	Draft and develop Deliver and report to Trust Board	Support monitoring and updating	Consulted and informed	Consult and inform
L4 School vision and strategic plan: Set , monitor and review school strategic vision and school strategic development plan/KPIs in line with AET vision and strategic development plan/KPIs	Review, challenge and approve	Review, challenge & approve Consolidate school plans and present to Trust Board	Review and challenge	Review, challenge and approve	Draft and develop individual school objectives in line with Trust strategy and KPIs Deliver objectives/PSI Report progress to CEO and Executive team
L5 Self-evaluation: Create and maintain robust self-evaluation process at trust and school level.	Review, monitor and approve trust self-evaluation	Prepare and deliver trust self-evaluation. Monitor and approve school self-evaluation.	Support preparation and delivery of trust self-evaluation. Support school self-evaluation	Review, monitor and approve school self-evaluation	Prepare and deliver school self-evaluation.
L6 Funding agreement – comply with all obligations including the Academy Trust Handbook and EFSA requirements	Monitor	Monitor and report to Trust Board Deliver compliance with policies	Take action to mitigate non-compliance		Deliver at school level and report to Executive Team Deliver compliance with policies
L7 Compliance regularity – with all regulations affecting the Trust (in charity law, company law, employment law and H&S law). This includes; safeguarding, SEND, website, health and safety, GDPR, healthy eating.	Members – monitor trust wide compliance. Trust Board – monitor and review trust wide compliance.	Monitor and report to Trust Board. Deliver compliance with all Policies	Take action to mitigate non-compliance	Monitor school compliance	Deliver & report Deliver compliance with policies and controls

TASK	TRUST BOARD	CEO	EXECUTIVE TEAM	LGB	HEAD TEACHER
L8 Financial oversight	Review and approve Trust policies and controls to ensure compliance	Develop policies, checks & balances to ensure financial oversight Compliance with policies	Monitor	Inform and review against SIP and local policies	Deliver & report Deliver compliance with policies and controls
L9 Register of interests: Completing the register of business interests and put in place procedures to deal with conflicts of interests and connected party transactions	Review and approve Trust policies and procedures Review and record annually Trust Board conflicts of interests and connected party transactions	Develop policies Compliance with policies	Monitor Report annually conflicts of interest and connected party transactions	Review and record annually LGB conflicts of interests and connected party transactions.	Deliver & report school interests Deliver compliance with policies and controls
L10 Appointment of Trust Board by ensuring processes are in place, ensuring that the board has the skills in place to run the Trust	Appointment in accordance with the Articles of Association Review the Trust Board against competency framework	Develop process in accordance with Articles of Association			
L11 Appointment and removal of Members	Members appoint and remove. Trustees monitor				
L12 Appointment and removal of Chair of Trustees and Chair of Governors	Appoint and remove CoT Approve and remove CoG			Nominate local CoG for approval by TB.	
L13 Appointment and removal of non-member appointed trustees	Appoint and remove	Comment			
L14 Appointment and removal of governors	Appoint and remove	Nominate and comment	Nominate and comment	Nominate and comment	Comment
L15 Appointment of clerks to Trust Board and LGBs	Appoint the Clerks to the Trust Board and LGBs			Recommend Clerk	
L16 Appoint the internal auditors and audit committee	Appoint	Review performance	Monitor performance		

L17 Policies: Review, determine, approve and monitor policies.	Review and approve Trust policies	Develop trust wide policies	Monitor trust and school policies	Approve and monitor school specific policies	Develop school specific policies
	Receive details of schools specific policies	Deliver compliance Report material noncompliance			Deliver compliance Report material noncompliance
TASK	**TRUST BOARD**	**CEO**	**EXECUTIVE TEAM**	**LGB**	**HEAD TEACHER**
L18 Terms of Reference: Prepare and approve annually for Trust Board, sub comms, LGB (inc sub comms) with reference to Articles of Association	Prepare, approve and adopt	Support development and comply	Adopt	Adopt Consulted and informed on LGB ToRs	Adopt
L19 Training programme: for Trust Board and LGB	Develop, approve and deliver	Support development and delivery	Support development and delivery	Develop, approve and deliver	Support development and delivery
L20 Effectiveness of governance: at Trust Board and LGB	Review governance attrust and school level			Review governance at school level	
L21 Estates strategy: Create and deliver	Approve and monitor	Oversee development and deliver	Develop and deliver Monitor within budget	Confirm alignment to School strategic plan	Support development and delivery
L22 Branding and publicity: to positively project the activities of the trust and schools to the wider community	Monitor	Deliver	Prepare and deliver agreed formats	Confirm alignment to School strategic plan	Prepare and deliver within agreed formats
L23 Growth: approval of new schools to join the Trust	Review and approve	Deliver	Support delivery	Consult and inform	Consult and inform

EDUCATION AND CURRICULUM					
TASK	**TRUST BOARD**	**CEO**	**EXECUTIVE TEAM**	**LGB**	**HEADTEACHER**
E1 Key Performance Indicators: Set and deliver Trust and School KPIs.	Set Trust wide KPIs Review performance against KPIs	Deliver against the KPIs Report performance	Monitor and challenge progress against KPIs	Set school KPIs in line with Trust KPIs and school strategic plan	Deliver against KPIs Report progress against KPIs to Executive team
E2 Curriculum design: (intent, implementation and impact). Setting the strategic direction across the Trust. Curriculum design in each school.	Approve curriculum strategic direction across the Trust. Monitor at school level	Review delivery at Trust and school level	Deliver, review and monitor impact and sustainability	Approve school curriculum design Monitor delivery and impact at school level	Prepare and deliver in consultation with Exec Team
E3 Quality of Teaching: ensure appropriate levels of support, challenge, training and intervention to support deliver of KPIs	Monitor	Deliver	Deliver, review and monitor impact and sustainability	Monitor delivery and impact at school level	Prepare and deliver in consultation with Exec Team
E4 Narrowing the Gap: reviewing delivery of PP, CLA, catch-up, Sports Premium, EHCP programmes	Monitor and review	Deliver	Deliver, review and monitor impact	Monitor delivery and impact at school level	Prepare and deliver in consultation with Exec Team
E5 Equality Action Plan: review and report of school equality action plan	Approve and monitor	Support	Prepare and deliver	Monitor and approve school plan	Prepare and deliver
E6 Admissions: Set and deliver admission criteria per school, PAN, including decisions on any specific rules and monitor pupil numbers	Monitor criteria and PAN Monitor admission numbers	Review delivery of admissions criteria Monitor PAN and pupil numbers		Adopt criteria and PAN Advise, recommend, and approve admissions criteria	Develop in consultation with Exec Team
E7 Collective worship: develop and deliver	Monitor delivery	Develop in consultation with schools	Review	Monitor delivery and impact at school level	Deliver

TASK	TRUST BOARD	CEO	EXECUTIVE TEAM	LGB	HEADTEACHER
E8 Student issues: including attendance and punctuality, suspensions and exclusions, and behaviour	Review, challenge and approve trust wide policies Monitor delivery and statistics including equality across Trust	Develop trust wide policies and ensuring compliance Report to Trust Board	Support delivery of policies and agreed KPIs (e.g. attendance)	Review, challenge and approve school level policies Monitor delivery and equality statistics	Manage student issues in line with policies (including attendance, exclusions, punctuality and disciplinary matters) Report to LGB and CEO
E9 Exclusions: determine GDC arrangements (use of any appropriately trained governors and trustees across schools).	Monitor and support delivery	Support		Deliver	Deliver
E10 School Hours: setting the school day for each school	Monitor	Review		Determine in consultation with HT	Consult with Trust and Exec team, Trust Board and CEO Adopt
E11 Term dates: set and communicate	Determine in consultation with CEO	Review		Monitor	Consult with Trust Board and CEO Adopt
E12 School lunches: ensure to provide appropriate nutritional standards including Free School Meals		Monitor	Consult with CEO	Monitor	Deliver
E13 Educational policies	Review and approve	Review	Recommend to Trust Board and CEO	Review and approve at school level	Determine in consultation with Executive team

SAFEGUARDING					
TASK	**TRUST BOARD**	**CEO**	**EXECUTIVE TEAM**	**LGB**	**HEAD TEACHER**
S1 Safeguarding policies	Review and approve trust wide policies	Develop trust wide policies for Trust Board approval Deliver compliance Report material non-Compliance	Monitor the impact	Review and approve school level policies	Develop academy specific policies for approval Deliver compliance Report material non-compliance
S2 Single Central Record	Approve Trust standardised SCR reporting	Develop standardised SCR reporting Report to Trust Board via safeguarding audits	Monitor completion and compliance	Monitor	Operate and comply
S3 Curriculum (intent, implementation, and impact of safeguarding)	Review, monitor and recommend		Monitor the impact	Review and monitor	Determine deliver and report impact and feedback from stakeholders to CEO
S4 Assessment of risk and record keeping (of children at risk)		Review, challenge effectiveness of assessments and recording Report findings			Determine, deliver and report impact and feedback from stakeholders to CEO
S5 Continuing professional development	Review, monitor and recommend improvements	Review, monitor and report to Trust Board	Design, deliver and monitor the impact	Review and monitor	Determine, deliver and report impact and feedback from stakeholders to CEO
S6 Induction Establish process and requirements for all staff, visitors, volunteers	Review monitor	Develop and oversee delivery of Trust induction process	Deliver and monitor the impact		

TASK	TRUST BOARD	CEO	EXECUTIVE TEAM	LGB	HEAD TEACHER
S7 Induction Establish process and requirements in line with Trust guidance for all staff, visitors, volunteers			Review, monitor and report	Review	Develop and oversee delivery of school induction process
S8 Monitoring (such as, Policy and Procedures, risk, child safety, education standards, behaviour management, school environment)	Review Trust wide policies, implementation and effectiveness	Monitoring of Trust wide policies, implementation and effectiveness Report findings to Trust Board	Monitoring of school specific and Trust trends for example: SCR Behaviour (in physical intervention) Bullying, racism & discrimination Attendance, Punctuality and exclusions Report to CEO	Monitoring of Trust wide and school policies, implementation and effectiveness with regards to safeguarding	Monitoring of: ▪ Safeguarding inductions and refreshers ▪ Curriculum inc, PREVENT, protective behaviours, healthy relationships, PSHE ▪ Pupil voice, school safety ▪ School environment

HR AND RESOURCES					
TASK	**TRUST BOARD**	**CEO**	**EXECUTIVE TEAM**	**LGB**	**HEAD TEACHER**
H1 Appointing the CEO	Appoint				
H2 Appointing executive roles	Appoint	Recommend appointment to the Trust Board Be part of the interview panel along with Trustees			
H3 Appointing school Headteacher	Approve and appoint in consultation with CEO	Recommend appointment to the Trust Board Be part of the interview panel along with Trustees	Be part of the interview panel	Recommend appointment to the Trust Board Be part of the interview panel along with Trustees	
H4 Appointing Deputy Headteachers	Monitor	Approve and appoint with school		Monitor and recommend appointment	Recommend appointment to CEO
H5 Appoint trust staff (in line with safer recruitment policy)	Monitor and approve	Appoint in line with Trust policy and budget	Appoint in line with Trust policy		
H6 Annually approve school staffing structures to meet curriculum needs		Monitor and review	Deliver, review and monitor impact and sustainability	Review and approve in line with school strategic plan	Align staffing with curriculum needs
H7 Appoint School Staff within school structure (in line with safer recruitment policy)		Monitor and review	Deliver, review and monitor impact and sustainability	Monitor and review	Align staffing with curriculum needs
H8 Reducing / restructuring school staff	Approve	Review and recommend	Recommend to CEO	Monitor and review	Develop
H9 Establishing Trust wide HR Policies	Review and approve trust wide policies	Develop Trust wide policies Deliver compliance Report material non- compliance	Ensure implementation Monitor and report Review and approve	Review and approve school policies	Develop school specific policies Deliver compliance Report con-compliance to CEO

TASK	TRUST BOARD	CEO	EXECUTIVE TEAM	LGB	HEAD TEACHER
H10 Performance management together with pay reviews (pay committee)	Conduct CEO appraisal and pay review. Attend other executive appraisals Receive reports in respect of appraisal arrangements & outcomes Review appeals as necessary Determine and approve pay for CEO Ratify pay for executive team	Conduct and review executive teams Appraisals Review appeals as necessary Recommend pay for executive team and HT determine and recommend pay awards	Review appeals as necessary Review post threshold pay recommendations for eligible teaching staff Recommend pay awards to CEO and Pay committee	Conduct HT appraisal with Exec Team and report recommendations to the CEO. Approve threshold pay awards.	Conduct SLT appraisals and report recommendations to the CEO Ensure SLT conduct Appraisals for all staff Recommend threshold pay awards for eligible teaching staff
H11 Setting terms and conditions of employment	Review, challenge and approve	Develop & present terms and conditions of employment Ensure T&Cs & employment handbook are maintained and current Deliver and comply	Monitor compliance	Review and challenge	Deliver and comply
H12 Staff handbook			Review, challenge & approve	Monitor	Develop, in consultation with the HR team

TASK	TRUST BOARD	CEO	EXECUTIVE TEAM	LGB	HEAD TEACHER
H13 Dismissing trust staff	Dismiss in respect of CEO and Head teacher dismissals Monitor all other dismissals	Dismiss, in consultation with the Trust Board in respect of Head teacher and SLT dismiss, in respect of central team staff Review, in respect all other staff		Recommend dismissal of HT to Trust Board	(Excluding Head of School) Dismiss all other staff
H14 Determining and allocating central services	Review, challenge & approve	Approve scope and operations of Central staff Deliver	Recommend scope and operations of Central staff to CEO	Adopt	Adopt
H15 Overseeing effectiveness of services provided centrally by the Trust	Review & monitor	Deliver and report via Exec team to Trust Board	Review and monitor impact		
H16 Asset and Premises Maintenance strategy	Review, challenge & monitor	Approve strategy Ensure strategy is implemented and provide annual report to Trust Board	Recommend and deliver strategy	Monitor impact	Adopt and deliver GEMS
H17 Acquiring and disposing of trust land and changing use of assets	Review, challenge & approve	Recommend to Trust Board	Recommend to CEO		
H18 Arrange insurance for the Trust	Determine trust wide approach &/or policy	Deliver and comply	Recommend to CEO	Adopt	

FINANCE					
TASK	TRUST BOARD	CEO	EXECUTIVE TEAM	LGB	HEAD TEACHER
F1 Funding model	Review and approve	Recommend funding to Trust Board	Support preparation	Review	Deliver the financial plan for the school
F2 Trust annual budget	Review, challenge & approve	To ensure preparation of trust budget Present budgets to Trust Board for approval via exec team. Review submission of trust budget to ESFA	Support preparation		
F3 School annual budgets	Review, challenge & approve	Oversee the development of school budgets Present budgets to Trust Board for approval via executive team.	Support schools in preparing annual budgets	Review school budget in relation to school strategic priorities	Develop school budget with CFO
F4 Expenditure and ensuring delivery of annual budgets and financial reporting	Review & challenge	Review & challenge financial reporting	Review and monitor, provide advice to CEO	Review and monitor impact	Deliver against agreed budget
F5 Financial policies (inc procurement)	Review and approve	Develop trust policies Deliver compliance with policies. Report material non-compliance	Review and implement all policies approved by the Trust Board and monitor compliance. Review and approve	Review	Develop School specific policies Deliver compliance. Report non-compliance
F6 Corporate risk register	Review, challenge & approve Monitor compliance	Ensure risk register is maintained Report compliance to the trust via CFO	Review and monitor	Review and monitor	Develop and deliver school risk register Report compliance to Exec Team

Schedule of delegated financial authority

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Abbreviations

CEO	Chief Executive Officer
Dep CEO	Deputy CEO
HT	Head Teacher
CPFO	Chief People and Finance Officer
AH	Assistant Head
FO	Finance Officer
FS	Finance Supervisor
FT	Finance Team
NM	Network Manager
PM	Premises Manager
PA	Head Teacher's PA
TA	Trust Administrator
HRM	Human Resources Manager
SLT	Senior Leadership Team
PSF	Financial Management System
ESFA	Education Funding Agency
FSS	Financial services for schools (LA)
OM	Office Manager

The CPFO is expected to be held accountable by the CEO for all aspects of the Financial SoD and where there is no specific stated role for a Board it is expected that CPFO is responsible for ensuring this activity is executed appropriately and will be an integral part of Audit activity.

Activites	Trust Board	AET Finance and Resources Committee Audit and Risk Committee	CEO/Co-CEO	Head Teacher	LGB
3. Audit					
3.1 Availability of records and documents for inspection by the External Auditors.		Receive and review reports			
3.2 Receiving the report from an audit inspection and implementing any recommendations.	Summary report	Presentation of findings	Approval of Statutory Accounts		
3.3 Maintaining a register of pecuniary and business interests for governors.	Report received by GB				Clerk of LGB to provide list to Clerk of Trustee Board
3.4 Reconciling bank statements on monthly basis			Receive statement of assurance by CFO with monthly accounts	Receive statement of assurance by CFO with monthly	
3.5 Maintaining a record of all petty cash holdings in the school.					
4. Budget					
4.1 Overseeing the preparation of the annual budget plan and ensuring it links to the priorities established by the School self-evaluation form (SEF) and the Asset Management and Premises Development plans.	Chair of Finance and Resources Committee present summary report to Trust Board for approval	CFO to present Budget to Finance and Resources Committee	Agreement prior to presentation to Finance and Resources Committee	Agreement to individual school Budget prior to presentation to CEO/Co-CEO	To note
4.2 Timely approval of the final budget.	Trust Board approves budget	Makes recommendation to Trust Board	Agreement	Agreement	To Note
4.3 Monitoring actual year to date income and expenditure against budget and explain variances	Approval	Receive monthly management accounts.	Review monthly management accounts	Review monthly management accounts	To note
4.4 Approving transfer between budget headings within agreed limits.		Approve budget reallocations over £5,000	Approve budget reallocations under £5,000		

	Trust Board	AET Finance and Resources Committee Audit and Risk Committee	CEO/Co-CEO	Head Teacher	LGB
5. Income					
5.1 Approving a lettings policy and fees e.g. music tuition, school meals on an annual basis	For noting	Receive recommendation from CFO			
5.2 Receipt of and banking promptly all income.					
5.3 Preparation of receipts for banking					
5.4 Physical banking of monies					
5.5 Approve procedures for chasing outstanding income due to the school (debt recovery policy)	Approval	Recommend policy to Trustees			
5.6 Writing off of debts		Over £500	Up to £500	Up to £500	
6. Security and data protection					
6.1 Controlling systems, security and privacy of data		GDPR Policy reviewed annually			
6.2 Registering under GDPR legislation		GDPR Policy reviewed annually			
6.3 Set up and maintain access profiles for system users and the production and security of back-up disks and files			IT Director accountable for appropriate controls and execution	IT Director accountable for appropriate controls and execution	
7. Insurance					
7.1 Reviewing insurance cover in the light of a risk assessment		Receive report of cover obtained on an annual basis			

	Trust Board	AET Finance and Resources Committee Audit and Risk Committee	CEO/Co-CEO	Head Teacher	LGB
8. Reserves					
8.1 Setting aside funds in reserve Fund	Refer to reserve policy	To annually approve policy			
9. Purchasing					
9.1 Ensuring that all contracts and agreements conform with finance policies and procedures	Approve commitment above £50,000 to EU limits	Approve commitment above £20,000-£50,000	Approve commitment below £20,000	Approve commitment below £10,000	
9.2 Ensure that a minimum of three quotes to be examined wherever possible for purchases and contracts valued up to £5,000					
9.3 Ensure that two written quotes are obtained for purchases and contracts valued between £5,001 and £10,000			Approval	Approval	
9.4 Ensure that two written quotes are obtained for purchases and contracts valued between £10,001 and £20,000			Approval		
9.4 Ensuring that a minimum of three written quotations are obtained for goods, works and services valued between £10,001 and £50,000		Approval			
9.5 Ensuring that the required number tenders are obtained for goods, works and services between £50,001 and EU limits		Approval			
9.6 Receipting and custody of all tenders					
9.7 Authorising staff to open tenders		Approve policy			
9.8 Establish, review and monitor the purchasing policy	Approval	Recommend to Trust Board			

	Trust Board	AET Finance and Resources Committee Audit and Risk Committee	CEO/Co-CEO	Head Teacher	LGB
10. Order and payment of accounts					
10.1 The maintenance of an authorised signatory permission on PSF for orders (subject to limitations agreed)					
10.3 Confirmation of the receipt of goods and services			Requires Budget Holder to confirm		
10.4 Making payments when goods have been received to the correct price,					
10.5 Preparation of cheques/BACS for payment of goods and services			Approval	Approval	
10.6 Retaining and storing invoices, vouchers and other financial records in a secure way for the defined period					
10.7 Maintain a contracts register					
10.8 Approving applications for Business/Credit Cards		To receive regular report from CFO of holdings, usage and limits			
11. Payroll					
11.1 Certifying pay documents and other time records			Approval	Approval	
11.2 Approving salary policy and annually reviewing Exec Team, Trust team and Academy SLT pay awards	Delegated to Pay Review body		Make recommendations for Trust staff and HT and Academy SLT progressions	Make recommendation to CEO around own SLT pay progressions	
11.3 Filing and storage of pay records					
11.4 Filing and storing of personnel records					
11.5 Authorise all employee travel expenses to be paid through payroll			Approval	Approval	

	Trust Board	AET Finance and Resources Committee Audit and Risk Committee	CEO/Co-CEO	Head Teacher	LGB
11.6 Approve all payments to CEO/Co-CEO/HT personally i.e. reimbursement of payments for goods/services purchased on behalf of the school and personal expenses e.g. travel expenses	Chair of Trust Board approve CEO/Co-CEO claims		Approve COO, CFO and DoE claims	Approve SLT claims	Chair of LGB approve HT claims
11.7 Implement the school pay policy and appointment procedures for all staff employed through the school			Approval	Approval	
12. Banking arrangements					
12.1 Open bank accounts and approve signatures thereto		Approval			
12.2 Signing of cheques and BACs Payments		Approve arrangements annually including division of responsibility and approval thresholds			
13. Taxation					
13.1 Complying with VAT regulations					
14. Best Value					
14.1 Undertake benchmarking exercises on an annual basis for review by Finance Committee		To receive benchmarking report from CFO			
15. Voluntary Funds					
15.1 Administering of voluntary funds					

	Trust Board	AET Finance and Resources Committee Audit and Risk Committee	CEO/Co-CEO	Head Teacher	LGB
16. Petty Cash					
16.1 An appropriate amount of petty cash to be held and periodic check of completeness of financial records.					
16.2 Maintenance of accounting records, the security and regular reconciliation					