



Scheme of Delegation

Forward

The Learning for Life Education Trust is a Multi Academy Trust (Trust) and the principles of governance are similar to those in maintained schools. The Multi Academy Trust is a charitable company limited by guarantee and the governance arrangements are set out in its governing documentation (the Articles of Association), the Master Funding Agreement and the Academies Financial Handbook. The structure of the Trust is detailed below. Please read in conjunction with the 'Key Roles and Responsibilities' document.

Mission Statement

To raise achievement and attainment for all member schools to a consistently high level, thereby making a positive difference to the education and lives of all children.

"Stronger together for all our children"

Structure

- The members
- The Trust Board of Directors
- The Executive Headteacher (also Chief Executive Officer and Accounting Officer)
- The Local Governing Body of each school
- The Headteacher of each school

Delegated Functions

The Scheme of Delegation covers six areas

- Strategy and Leadership
- Education
- Human Resources
- Finance
- Health & Safety and Safeguarding
- Premises and Assets

Governance Structure

Five Members

Steve Ward – Roger Jones – Peter Grindrod – Steve Gordon

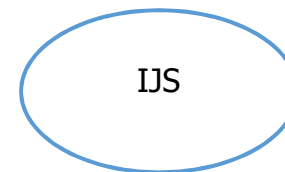
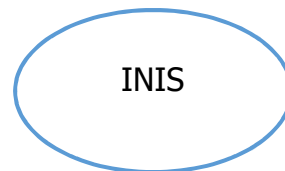
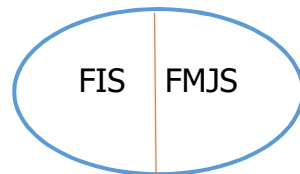
Peterborough Diocese Corporate position

Directors

Steve Ward (Chair) – Joanne Sanchez-Thompson (CEO and AO) Paul Bedwell - Liz Carr-Archer - Sandy Hoyland

Jan Marshall - Abhijit Pani – Mark Plant - Penny Reading – Dave Stuttle

Local Governing Bodies



	BOARD OF DIRECTORS	EXECUTIVE HEAD TEACHER (inc. Accounting Officer and Chief Finance Officer)	LOCAL GOVERNING BODY	HEADTEACHER
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STRATEGY & LEADERSHIP				
Strategy	<p>Develop and set the strategic direction for the Trust, setting the vision, values, aims and objectives</p> <p>Approve School structures</p>	<p>Develop and deliver the Trust strategic plan to ensure that the vision, values, aims and objectives of the Trust are met</p>	<p>Develop and set the strategic direction for the school in line with the Trust strategy, setting the vision, values, aims and objectives</p> <p>Contribute to the School Improvement and Development Plan</p>	<p>Develop and deliver the vision, values, aims and objectives for the school in-line with the Trust strategy</p> <p>Ensure that the School Improvement and Development Plan is written, shared and drives improvement</p>
Structure	<p>Members appoint the Board subject to Articles 50-58 of the Articles of Association</p> <p>Responsible for all Board committee appointments / suspensions / removals including: chair, vice chair, clerk, members of each committee</p> <p>Approve all LGB member appointments</p> <p>Approve appointment of LGB Chairs and Vice Chairs</p>		<p>Review delegation of functions and committee structure annually, with a focus on the membership</p> <p>Comply with the LGB terms of reference</p>	
Policies	<p>Ensure that policies are maintained, appropriate and fully implemented within the Trust</p>	<p>Ensure policies are fully implemented within the Trust</p>	<p>Ensure that Trust policies are fully implemented within the school</p> <p>Set and ensure that school policies are maintained, appropriate and fully implemented within the school.</p>	<p>Ensure all policies are fully implemented within the school</p>

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Compliance	<p>Ensure requirements of DfE and EFA are adhered to</p> <p>Ensure all returns for provision of information are submitted by required dates</p>	<p>Submit all returns for provision of information to DfE and EFA by required dates</p>	<p>Monitor that school website is compliant</p>	<p>Ensure school website is compliant and supports parents to help their child</p> <p>Ensure all returns for provision of information to DfE and EFA are submitted by required dates</p>
Governance	<p>Review effectiveness of Governance annually to identify areas of improvement</p> <p>Audit skills annually to identify training needs</p> <p>Review delegation function and committee structure annually, with a focus on membership</p>		<p>Review Governance effectiveness annually to identify areas of improvement</p> <p>Conduct an annual skills audit to identify training needs</p> <p>Annual review of delegation function and committee structure, with a focus on membership</p>	
Risk Register	<p>Establish and review at each full Board' meeting</p> <p>Ensure individual Board members are named to monitor each risk</p>	<p>Support the Board in the reviewing and rating of risks</p>		
Press management - reputational risk	<p>Represent the Trust in communication with the press on issues of reputational risk</p>	<p>Work with Board in communication with the press on issues of reputational risk</p>	<p>Act as instructed by the EHT</p>	<p>Notify EHT and Chair of LGB of any incident which may result in reputational risk e.g. where press may contact the school</p>

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Legal Claims	Instruct the EHT, LGB and Headteacher to take action to defend or prosecute any claim, where appropriate	Take legal advice and direct the LGB and/or the Headteacher as appropriate, keeping Trust Board informed.	Act as instructed by the EHT	Notify the EHT and Chair of LGB of any actual or potential claim as soon as it arises Act as instructed by the EHT

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EDUCATION				
Improvement and Development Plans for Trust and Schools	Approve and, where needed, modify the Trust Improvement and Development Plan	Develop and write Trust Improvement and Development Plan (TIDP) and deliver to the Board Cost the plan in conjunction with the CFO	Review and recommend School Improvement and Development Plan to the Board	Develop and write the School Improvement and Development Plan (SIDP) in conjunction with the EHT Cost the plan in conjunction with the CFO
Improvement	Enlist, where necessary, teaching, leadership and professional business support Monitor quality improvement within each school at each key stage Monitor progress toward the annual priorities in the TIDP Oversee arrangements for intervention to support pupil progress	Complete regular evaluation of the TIDP and SIDPs in conjunction with the Headteachers Oversee training and development of staff to ensure: quality first teaching, effective assessment and target setting, regular monitoring, and quality intervention Use external advisors and bodies to review and triangulate performance within all Trust schools Ensure that improvement plans show fair cost estimations and are robust financially	Work with the Headteacher and the Trust to drive continuous improvement Review, approve and monitor the delivery of the SIDP Agree school performance targets with the HT	Complete regular evaluation of school effectiveness and SIDP in conjunction with the EHT Deliver the SIDP

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Key Performance Indicators	Approve Trust KPIs Review Trust performance against KPIs and ensure corrective actions are in place.	Agree KPIs and targets for all Trust Schools and recommend to the Board Report performance of Trust schools to the Board including proposed corrective actions	Recommend targets to the EHT and Board Ensure performance and corrective actions are in place for the School to achieve KPIs	Deliver against the agreed KPIs and report performance to the LGB and EHT including proposed corrective actions
Curriculum	Ensure that the delivery of the curriculum translates into effective outcomes for the pupils, including those with special educational needs and/or disabilities	Propose the curriculum to the Board, based upon input from Headteachers and LGBs Ensure the curriculum meets the legal requirements for children with special educational needs and/or disabilities	Consult with the EHT on curriculum development where appropriate Review and monitor the contribution of the curriculum to pupils' outcomes	Deliver the agreed curriculum Monitor the quality of provision
Pupil Premium	Review effectiveness of Pupil Premium spending and define corrective actions with the EHT	Monitor and report effectiveness of Pupil Premium spending and propose corrective actions if needed	Monitor how effectively Pupil Premium is used within the School	Deliver improved educational outcomes based on good use of Pupil Premium Report on effective use of Pupil Premium to LGB and EHT
Sports Premium	Review effectiveness of Sports Premium spending	Monitor and report effectiveness of Sports Premium spending	Monitor how effectively Sports Premium is used within the School	Deliver improved outcomes based on good use of Sports Premium Report on effective use of Sports Premium to LGB and EHT

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Collective Worship	Monitor compliance	Monitor compliance	Ensure that collective worship within the school meets statutory requirements and is in line with the school ethos	Deliver appropriate collective worship
Admissions	Approve admissions policy	Develop and propose admissions policy	Consult on admission decisions	Manage admissions decisions
Provision of Free School Meals		Monitor quality of free school meal provision	Review delivery of free school meals	Ensure provision of free school meals
Pupil Issues (attendance, exclusions, punctuality, discipline)	Provide guidance to LGBs and Headteachers on specific issues	Review specific issues with the Board	Review reports from the Headteacher and escalate any specific issues	Ensure that pupil issues are dealt with in line with the Trust's policies. Report to LGB any specific issues
Ofsted	Engage with Ofsted on Trust inspections Agree Ofsted plans Respond to Ofsted and other commissioned reports where necessary	Ensure that the Trust is prepared for inspection and manage the process. Support LGBs and Headteachers in individual School inspections	Attend any meetings with the Ofsted inspection team Review the school's Ofsted report Support the Headteacher in responding to findings and ensure an effective action plan is put in place	Ensure that the school is ready for inspection and manage the process with the support of the EHT

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Monitoring	<p>Ratify the ongoing and annual evaluation of achievement by monitoring and comparing with a range of Key Performance Indicators (KPIs) and benchmarking to bring about improvements in performance</p> <p>Undertake programme of Monitoring Visits</p>	<p>Monitor and compare schools' performance with a range of Key Performance Indicators (KPIs) and benchmarking to bring about improvements, including that of:</p> <ul style="list-style-type: none"> - Pupil premium pupils - pupils relative to their start points - SEND pupils - attendance - pupils at risk of under achievement <p>Agree programme of Director Monitoring Visits</p>	<p>Review the school's DfE Performance Tables. Scrutinise and compare school data with national test results and benchmarks, including progress of SEND and Pupil Premium students</p> <p>Monitor impact of PSHE, Collective worship, Relationships and Sex Education and report to EHT</p>	<p>Conduct frequent, regular monitoring of the quality of teaching, learning and assessment, pupil outcomes, and pupils' personal development, behaviour and welfare</p>

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HUMAN RESOURCES				
Executive Head Teacher Recruitment	Appoint the Executive Head Teacher		Participate as requested	Participate as requested
Headteacher Recruitment	Ratify the proposal unless the Board has legitimate reasons to do otherwise	Establish the appointments panel with LGB membership and final panel proposal to the Board	Nominate a member of the LGB to join the recruitment panel	Support the panel in making arrangements for the process
SLT Recruitment	Ratify the proposal unless the Board has legitimate reasons to do otherwise	Be involved and consulted on the recruitment proposal and final decision	Nominate an LGB representative to participate in the recruitment process	Responsible for notifying EHT immediately they become aware of a potential vacancy in the SLT Responsible for management of the recruitment process
Other staff recruitment		Recruit central Trust staff	Nominate an LGB representative for each appointment process	Lead the School staff appointments process in conjunction with a representative from the LGB following Trust procedures and inform the EHT
Terms and Conditions of employment	Approve changes to staff terms and conditions of employment to staff groups	Review and inform Board of any proposals that may involve a change to the terms and conditions of employment to staff groups	Be consulted on any proposed changes to terms and conditions of employment	Implement any changes to staff terms and conditions of employment
Succession Plan	Develop Board succession plan and that of the EHT	Ensure that appropriate succession plans are in place for all Trust Schools and central Trust staff	Develop succession planning for the LGB	Develop school's succession plan to meet the staffing needs going forward

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EHT Performance Management & salary review	Performance manage the Executive Headteacher			
Headteacher Performance Management & salary review	Participate in the performance management of the Headteachers with EHT Approve recommendations for pay review	Performance manage the Headteachers with LGB	Participate in the performance management of the Headteacher with EHT	Provide timely reports on progress against objectives to the review panel
Teacher Performance Management & salary review	Approve recommendations for pay review	Moderate proposed salary reviews and recommend to the Board for approval	Advised of pay recommendations	Lead appraisal and salary review process and make recommendations to EHT
Support staff Performance Management & salary review		Lead appraisal and salary review process for Trust Central Staff		Lead appraisal and salary review process for school based support staff
Allegations of gross misconduct	Form panel for the Headteacher's hearing Form appeals panel for all other staff.	Support Headteachers and LGB and join panel to investigate. Inform Board	Establish panel with Headteacher to include the EHT Notify the EHT immediately If allegation is against the Headteacher and follow disciplinary procedure	Notify EHT and LGB Chair immediately of any situation than may potentially be Gross Misconduct. Ensure investigation follows disciplinary procedure

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Disciplinary allegations that fall short of gross misconduct	Form panel for the Headteacher's hearing Form appeals panel for all other staff	Support Headteachers and LGB and join panel to investigate. Report to Board	Establish panel with Headteacher to include the EHT Notify the EHT immediately If allegation is against the Headteacher and follow disciplinary procedure	Notify EHT & LGB Chair of any incident which involves use of the Disciplinary Policy Ensure investigation follows disciplinary procedure
Capability proceedings	Form panel for the Headteacher's hearing Form appeals panel for all other staff	Support Headteachers and LGB through the process. Inform Board	Establish panel with Headteacher to include the EHT Notify the EHT immediately If capability of the Headteacher and follow disciplinary procedure	Notify EHT of any situation that may potentially involve use of the Capability Policy Ensure investigation follows disciplinary procedure
Reductions in staff and revisions to staff structures	Approve restructuring and any redundancies	Initiate a review of a school structure if deemed necessary Refer recommendations of restructuring and possible redundancies to the Board Support Headteacher throughout the restructuring process and attend consultation meetings as appropriate Review staffing reductions and redundancy proposals	Participate in consultation on restructuring proposals	Notify EHT as soon reductions in staffing may be necessary Propose a revised staffing structure with the support of the CFO and in consultation with the LGB and EHT Lead and manage the reduction of staff with the EHT

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		for the Headteachers for costing and budget purposes		
Probationary period procedure (Support staff only)		Support Headteachers throughout the process Inform Board	Form appeals panel	Notify the CFO immediately of any situation that causes concern

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FINANCE				
Financial Governance	<p>Ensure General Annual Grant (GAG) is spent appropriately and outcomes are appropriate</p> <p>Ensure additional funding (Pupil Premium, Sports Premium, High Needs Funding, Capital, Nursery funding) is spent appropriately and outcomes are appropriate</p> <p>Review each school's Finances regularly</p> <p>Ensure all company annual accounts and reporting requirements are met</p>	<p>Ensure that the financial responsibilities of the Board are correctly discharged</p> <p>Present financial information and reports to the Board of Board as required</p> <p>Ensure Trust's Whistleblowing policy is understood and use encouraged</p> <p>Ensure Trust is in compliance with Academies' Financial Handbook</p> <p>Ensure additional funding is spent appropriately and outcomes are appropriate</p> <p>Sign or authorise a cheque/individual BACS sum for an amount over £10,000</p>	<p>Ensure Trust's Whistleblowing policy is understood and use encouraged</p> <p>Ensure school is in compliance with Academies' Financial Handbook</p> <p>Ensure additional funding is spent appropriately and outcomes are appropriate</p> <p>Authorise / sign BACS or cheques over £20,000</p>	<p>Ensure Trust's Whistleblowing policy is understood and use encouraged.</p> <p>Ensure school is in compliance with Academies' Financial Handbook</p> <p>Ensure additional funding is spent appropriately and outcomes are appropriate</p>

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Budget Setting and Strategy	Approve the budget plan for Trust and all schools to meet TIDP and SIDPs	<p>Prepare the Trust central spend and schools' budgets and forecasts with the Headteachers and consult with the Director responsible for Finance</p> <p>Ensure school budgets are appropriate for each school's needs and meet the overall balanced budget for the Trust</p> <p>Manage bids for all premises related funding</p>	<p>Contribute to the SIDP and preparation of the 3 year Financial Plan</p> <p>Receive the final budget for comment prior to its approval by the Board</p> <p>Advise the Trust on the funding priorities necessary for security, maintenance, repairs and redecoration</p> <p>Consult with Headteacher & EHT about any premises related funding bid</p>	Prepare school budget with the CFO to present to the LGB
Budget Control	<p>Monitor the Trust's finances and ensure that policies and procedures promote sound budget control</p> <p>Maintain appropriate financial delegation. Set central service percentage.</p> <p>Accountable for the budgeting for the Trust and spend monitoring</p>	<p>Recommend Trust and school budgets to the Board</p> <p>Prepare monthly management accounts and exceptions for Trust and each school</p> <p>Ensure internal controls systems are appropriate and maintained</p>	Monitor the school budget, including evidence of controls in line with Trust procedures	Monitoring and manage the school budget, making revisions in conjunction with CFO and reporting to LGB

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Spend Control	Set policy and ensure mechanisms for Best Value Ensure systems are in place so that staffing decision expenditures are taken into account and all unbudgeted items are pre-approved	Ensure effective use of resources avoiding waste and delivering efficient administration Provision of timely and accurate monitoring reports to Board and Headteachers Authorisation of contracts and purchases in line with Trust Policies	Ensure that Best Value is achieved Authorise spending in line with Trust Financial Management Policy. Manage interventions required on premises	In an emergency, commit to expenditure up to £5000 where delay would cause further damage or present a H&S issue, and, where possible, consult EHT and LGB chair
Bank Accounts	Appoint bankers	Establish and maintain appropriate signing mandates		Establish and maintain appropriate signing mandates in line with Trust policy
Investments	Ensure investments are made in line with Trust policy and Academies Financial Handbook	Ensure investments are made in line with Trust policy and Academies Financial Handbook		
Purchase Order / Invoice approval (budgeted)		Approve orders / invoices over £10,000 Refer contentious or novel contracts to EFA		Approve orders / invoices up to £10,000
Approval to accept a quotation (budgeted)		Approve quotes over £10,000 Refer contentious or novel contracts to EFA		Approve orders up to £10,000

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Capital Expenditure (unbudgeted)	Approve capital expenditure exceeding £30,000	Ensure expenditure is appropriate and in line with the SIDP and 3 year plan Approve spending up to £30,000 in any one financial year	Ensure that Capital Expenditure is in line with SIDP and 3 year plan	Approve additional capital spending up to £10,000 from available funding with the agreement of the EHT within one financial year
Bad Debt	Authorise write-off from £1000 to £45000	Monitor aged debtors of Trust and schools and intervene as required Approve write-off of debt over £100 - £1,000	Monitor bad debt compliance in line with Trust policy Approve bad debt write-offs up to £100	Ensure that the CFO is notified of any bad debt exceeding £100
External reporting	Ensure timely and accurate reporting	Submit timely forms and returns to DfE and EFA Propose annual accounts for schools and Trust		Coordinate with the CFO to ensure school submissions are timely and accurate
Audit	Approve the Trust audit annually	Monitor audit findings and resolutions with Resources Committee Support schools in responding to audit findings	Ensure audit findings are corrected appropriately and in a timely fashion	Implement recommended corrective actions following audit
Internal Audit	Appoint internal auditors Ensure audit findings from each school are acted upon and closed	Prepare and validate the statutory accounts Monitor findings of internal audit and ensure recommendations are actioned	Scrutinise and monitor capital and revenue expenditure Provide reports as required to the Trust Board	Provide the Trust Board reporting and internal audit information as required Report regularly to the LGB Resources Committee

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Information Technology	Ensure the Trust IT strategy is adequate and supports the Trust and School Improvement and Development Plans	<p>Ensure the Trust and schools have a long-term, planned approach to IT expenditure for infrastructure, hardware and software</p> <p>Ensure the Trust and schools have adequate antivirus and content filtering provision</p> <p>Maintain systems based internal controls</p> <p>Adopt and ensure suitable accounting, personnel and pupil MIS systems are in place</p>	Monitor the use of the internet by staff and pupils and ensure that appropriate filtering provision is effective	Develop strategy for equipment and infrastructure with the EHT to support the 3 Year Plan

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HEALTH & SAFETY AND SAFEGUARDING				
Health and Safety	<p>Ensure school compliance with H&S legislation</p> <p>Establish and review Trust H&S policies, inclusive of regular review of building and site safety</p> <p>Review H&S Policy and its practice and make revisions where appropriate - on an annual basis or in line with changes to guidance</p>	<p>Ensure H&S requirements are adhered to and support Headteachers in putting school specific H&S procedures in place</p> <p>Ensure that training for non - classroom based support staff is appropriate and up to date</p>	<p>Monitor ensure safe working practices for site staff and ensure appropriate training</p> <p>Monitor Trust H&S policy as adapted for the school</p> <p>Ensure all site specific H&S policies are implemented</p> <p>Ensure management and compliance documentation are up to date – asbestos register, fire risk assessment, fire equipment tests, legionella tests</p>	<p>Develop H&S Culture</p> <p>Ensure staff are aware of their responsibilities</p> <p>Ensure all relevant risk assessments are in place</p> <p>Adopt and develop site specific H&S policies</p> <p>Inform the LGB and EHT of any issues</p> <p>Ensure premises are kept in a good state of repair</p> <p>Ensure management of waste</p>
Educational Visits	<p>Ensure compliance with all appropriate policies and legislation</p>	<p>Monitor compliance with all appropriate policies and legislation</p>	<p>Monitor compliance with all appropriate policies and legislation</p> <p>Monitor and review impact of educational visits on pupils' SMSC</p>	<p>Ensure Educational Visits Co-ordinator is in place and trained</p> <p>Ensure all staff receive appropriate training</p> <p>Comply with all H&S policies and legislation</p>

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Safeguarding	<p>Accountable for ensuring safeguarding within the Trust</p> <p>Ensure that the Safeguarding Policy reflects and meets statutory requirements</p>	<p>Ensure that safeguarding is fully implemented and that procedures are adhered across the Trust</p>	<p>Ensure that safeguarding is fully implemented and that procedures are adhered to within the School</p> <p>Implement "Managing Allegations Against Staff" policy should an allegation be made</p>	<p>Ensure that a designated safeguarding lead is appointed and that they have the resources necessary to undertake the role</p> <p>Ensure that all staff have read the required safeguarding documentation and that the Managing Allegations against staff policy is followed</p>

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PREMISES AND ASSETS				
Premises	<p>Respond to external inspection reports and delegating actions</p> <p>Ensure Equality Duty is met</p>	<p>Ensure that all maintenance programmes are reflected appropriately in the overall Trust budget, with relative priorities being agreed between schools and with the Trust Board</p> <p>Monitor and review provision for cleaning buildings and maintaining surrounding areas</p> <p>Overseeing the letting of contracts for maintenance, repairs and small improvement work, cleaning and grounds maintenance</p> <p>Monitor Trust energy needs</p>	<p>Monitor management of school premises, grounds and assets in accordance with approved budget</p> <p>Inspect the premises and grounds termly and to review the Asset Management Plan in order to prepare a list of priorities for maintenance and development.</p> <p>Report on the ongoing programme of repairs and maintenance</p>	<p>Ensure that the annual maintenance programme has been drawn up, based on the most recent condition survey</p> <p>Ensure that the maintenance programme has been costed appropriately and is accounted for in the budget</p> <p>Ensure an accessibility plan is in place which reflects Equality Duty</p>
Asset Register	Ensure Asset Registers are monitored and maintained	Ensure that Asset Registers across the Trust are in place and current	Ensure the school has an up to date Asset Register	Ensure the school has an up to date Asset Register
Asset Disposal	<p>Ensure disposal follows principles of regularity, propriety and value for money, achieving the best price that can be reasonably obtained</p> <p>Write off assets with original cost over £20,000</p>	Write off assets with original cost over £500 and under £20,000	Monitor asset disposal	Dispose of and write off inventory items with an original cost under £500 in agreement with the CFO

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Acquiring and disposal of land	Seek written approval of EFA before any acquisition or disposal of land or buildings			
Changing use of assets	Ensure current DfE requirements are observed should a change of use of assets be considered			