



Acorn Education Trust

Scheme of Delegation

Academy Councils and employees of the Trust may request changes to, or make suggestions about, any item in this document. Requests for change should be sent to the Governance Advisor to the board.

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Contents:

| | | |
|------|------------------------------------------------------------------|----|
| 1 | Statement of Intent | 3 |
| 2 | Schedule 1: Responsibilities Retained by the Trustees..... | 4 |
| 3 | Schedule 2: Responsibilities Delegated to Academy Councils | 6 |
| 3.1 | Financial Management..... | 6 |
| 3.2 | School Improvement Plan – Financial Implications..... | 6 |
| 3.3 | Financial Planning | 8 |
| 3.4 | Annual Budget Plan | 8 |
| 3.5 | Budget Monitoring and Control | 8 |
| 3.6 | Retention and Disposal of Accounting Records | 9 |
| 3.7 | Computer Systems and the Data Protection Act 1998..... | 9 |
| 3.8 | Cash held in School..... | 9 |
| 3.9 | Leasing | 10 |
| 3.10 | HR and Payroll..... | 11 |
| 3.11 | Appointments | 11 |
| 3.12 | Appraisal, Pay Discretions and other HR matters..... | 12 |
| 3.13 | Disciplinary, Dismissal and Capability Procedures | 12 |
| 3.14 | Admissions..... | 13 |
| 3.15 | Standards, Curriculum and Target Setting | 13 |
| 3.16 | Operation and Organisation..... | 14 |
| 3.17 | Health and Safety | 14 |
| 3.18 | Safeguarding | 15 |
| 3.19 | Provision of Goods and Services | 15 |
| 3.20 | Orders for Goods and Services and Payments of Accounts | 16 |
| 3.21 | Insurance and Property | 17 |
| 3.22 | Security of Assets, Stocks and other Property | 17 |
| 3.23 | Income | 19 |
| 4 | Schedule 3: Controls and Limits..... | 20 |
| 5 | Definitions | 24 |

1 Statement of Intent

The Academy Council of [Academy Name] is the guardian of the academy and is responsible for the safety and educational performance of its students, the safety and performance of its employees, and the management of its finances and assets.

The board reserves the right to withdraw all or part of the delegated powers to the Council where the academy's standards fall below, or are deemed likely to fall below, an Ofsted rating of Good or the standards expected by the Trust.

Section 2

The Academy Council recognises the responsibilities retained by the Trustees.

Section 3

Responsibilities delegated to the Academy Council may be delegated to committees, the Headteacher or other employees. This statement records the decisions of the full Academy Council with regard to which functions it chooses to delegate and to whom. Where responsibility has been delegated, all decisions and actions taken must be reported back to the full Academy Council and recorded. The persons, officers and committees nominated in this document remain accountable for their respective responsibilities even if they further delegate tasks to others.

Section 4

The controls and limits in Section 4 are determined by the trust and apply to all academies. They form part of the trust's financial regulations and will be monitored by the central finance team and audited by the trust's statutory auditors and Responsible Officer.

The controls are designed to ensure consistency across academies and protect the integrity of public funds, the reputation of the Trust, Academies, employees and appointed officers.

Signed by

| | |
|----------------------------------------------|--------------|
| Chair of Trustees or Chief Executive Officer | Date |
| Chair of Academy Council | Date |
| Headteacher of the Academy | Date |
| | Review Date: |

2 Responsibilities Retained by the Trustees

| Area of Responsibility | Specific responsibility | Delegation at Trust Level |
|------------------------|------------------------------------------------------------------------------------|---------------------------|
| MAT Strategy | Trust strategic planning | Business Committee |
| | Membership | Board |
| | Terms of Reference for Academy Councils | Business Committee |
| | Articles of Association and Constitution of Board | Members |
| | Determination of shared services | Business Committee |
| | Determination of Academy contributions for Shared Services | Business Committee |
| | Insurance on behalf of all academies | Business Committee |
| | Employee benefit schemes | Business Committee |
| | Develop mission, vision and values for the Trust | Board |
| | Oversee school improvement and performance across the Trust | Executive Education Team |
| Finance | Consolidation of accounts | COO |
| | Consolidation of annual budgets | COO |
| | Approval of annual budgets | Business Committee |
| | Approval of annual accounts and the Accounting Officer's Value for Money Statement | Risk and Audit Committee |
| | Tendering and large contract renewal | Business Committee |
| | Setting standards, policies and scheme of delegation | Business Committee |
| | Setting of internal financial controls and limits | Business Committee |
| | Annual and statutory reports to EFA and other third parties | COO |
| | High level monitoring | Business Committee |
| | Financial Regulations | COO |
| | Establishment of bank accounts and nominating signatories | Business Committee |
| | Management and storage of all contracts | COO |
| | Annual Benchmarking | COO |
| | Accounting systems and accounting records | COO |
| | Monitoring earmarked funds and trading activities | COO |
| | VAT – monitoring compliance, claims and returns | COO |
| Audit | Audit of financial controls and risk management | Risk and Audit Committee |
| | Appointment and review of statutory auditors | Risk and Audit Committee |
| | Formal responses to audit reports and overseeing action plans for Academies | COO |

Scheme of Delegation for [Academy Name] approved by the Trustees of the Acorn Education Trust

| Area of Responsibility | Specific responsibility | Delegation at Trust Level |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| HR | Setting and approval of all HR policies | Business Committee |
| | Approval of staff structures and changes to these | Business Committee |
| | Ratification of pay awards | Remuneration Committee |
| | Performance Management of Headteachers | CEO |
| | Appointment and review of retained legal services | COO |
| | Dismissal payments | Business Committee |
| | Redundancies | Business Committee |
| | Appointment and review of Occupational Health Services | Business Committee |
| | Disclosure and Barring checks | HR Director |
| | Data Controller | DPO |
| Admissions | Establish the admissions policy | Executive Education Team |
| | Approve and monitor policy | Business Committee |
| | Manage appeals | Executive Education Team |
| Premises | Development of strategic plans for the Trust estate | Business Committee |
| | Development of an Asset management plan | Business Committee |
| | Monitor major site development | Business Committee |
| | Maintenance and storage of all leases | COO |
| ICT | Develop and implement an integrated ICT strategy | Business Committee |
| Marketing | Develop strategies for the Trust | Business Committee |
| Governance | Monitor performance and provide development and support | Board |
| Appointments | Chief Executive, Chief Finance Officer, Exec Heads | Board |
| | Headteacher | CEO |
| | Chair of Academy Council | Board |
| Policies | <p>A list showing policies retained by the trust and delegated to Academy Councils is recorded separately and should be attached to this document. It will also be displayed in the governor's section of the Trust's web site.</p> <p>Academy Councils are free to create additional policies provided their policies do not conflict with or duplicate Trust policies. Where there is any doubt, the Academy council must consult with the board before setting new policies.</p> | Business Committee |

3 Responsibilities Delegated to Academy Councils

3.1 Financial Management

| Area of Responsibility | Delegated to: | In conjunction with: |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------|
| Ensure the academy's continuing compliance with all Department for Education (DfE) financial management requirements. | COO | Business Committee |
| To review the governor induction pack to ensure that the information is relevant and up-to-date. | Academy Council | CEO, Governor Advisor |
| Ensure that there is an induction pack for new governors, tailored to reflect the individual structure of the academy. | | |
| Ensure that all governors of the Academy Council and employees, with financial duties, have read and understand their responsibilities under the Academies Financial Handbook | Academy Council | CEO, Governor Advisor |

3.2 School Improvement Plan – Financial Implications

| Area of Responsibility | Delegated to: | In Conjunction with: |
|-------------------------------------------------------------------------------------------------|-----------------|----------------------------|
| Prepare a full-cost improvement plan setting out the aims of the academy. | Headteacher | Executive Head, School SLT |
| Secure the implementation of the improvement plan with the collective support of academy staff. | Headteacher | Executive Head, School SLT |
| Consider the draft school improvement plan, review and monitor it. | Academy Council | Executive Head, School SLT |

Scheme of Delegation for [Academy Name] approved by the Trustees of the Acorn Education Trust

| | | |
|-----------------------------------------------------------------------------|-----------------|----------------------------|
| Approve an on-going improvement plan and review progress on a termly basis. | Academy Council | Executive Head, School SLT |
| Report progress against plan to the Executive Education Team | Headteacher | Executive Head, School SLT |

3.3 Financial Planning

| Area of Responsibility | Delegated to: | In conjunction with: |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------|
| Prepare a 5-year financial plan on the basis of the cost of current policies, the proposals for change from the academy's development plan and estimates of the level of future resources. | COO | Executive Head Headteacher HR Director |
| Consider the academy's 5-year plan in the light of the development plan and the level of future resources. | Academy Council | Executive Head Headteacher HR Director |
| Review the Academy's 5-year plan and submit to board of Trustees for approval. | COO | Executive Head Headteacher HR Director |

3.4 Annual Budget Plan

| Area of Responsibility | Delegated to: | In conjunction with: |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------------------------------------------|
| Consider the benchmarking report and propose changes, as required, to ensure that the academy's budget achieves value for money. | COO | CEO Executive Headteacher Headteacher HR Director |
| Consider the draft academy budget and key issues (links to the school improvement plan and 5-year budget) and the proposal of the balanced budget for the year. | COO | CEO Executive Headteacher Headteacher HR Director |
| Submit budget to the board. | COO | |

3.5 Budget Monitoring and Control

| Area of Responsibility | Delegated to: | In conjunction with: |
|----------------------------------------------------------------------------------------------------------------|---------------|-------------------------------------------------------|
| Review all budget movements (including virements), ensuring that the reasoning for the movements is justified. | COO | Headteacher Executive Headteacher Academy Chair |

| | | |
|-------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------|
| Monitor and control expenditure against the budget during the financial year, | Academy Council | Headteacher |
| Review budget monitoring reports and the projected out-turn position. | Academy Council | Headteacher |
| Monitoring of delegated departmental budgets. | Headteacher | Headteacher |
| Approve virements between Budget Plan headings in accordance with the controls in the Scheme | COO | SLT Middle leaders |
| Ensure that meetings are scheduled, taking into consideration the Trust's financial timetable and submission deadlines. | Business Committee | |

3.6 Retention and Disposal of Accounting Records

| Area of Responsibility | Delegated to: | In conjunction with: |
|--------------------------------------------------------------------------------|---------------|----------------------|
| The retention and secure storage of financial records for 6 full fiscal years. | COO | Finance manager |

3.7 Computer Systems and the General Data Protection Regulation (GDPR)

| Area of Responsibility | Delegated to: | In conjunction with: |
|--------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------------|
| Ensure that the academy complies with the requirements of the GDPR. | Headteacher | CEO COO HR Director |
| The setting up and maintenance of access profiles for system users and the production and security of back-up disks and files. | | |

3.8 Cash held in School

| Area of Responsibility | Delegated to: | In conjunction with: |
|-------------------------------|---------------|------------------------|
| Security of cash held on site | Headteacher | Business/Admin Manager |

| | | |
|-------------------------------------------------------------------------------------------------------------|-------------|------------------------|
| The maintenance of transaction records, receipts and the security and regular reconciliation of petty cash. | Headteacher | Business/Admin Manager |
| Compliance with cash holding limits and trust regulations | Headteacher | Business/Admin Manager |

3.9 Leasing

| Area of Responsibility | Delegated to: | In conjunction with: |
|----------------------------------------|---------------|---------------------------------------------|
| Seek approval for any proposed leases. | COO | CEO Executive Headteacher Headteacher |

3.10 HR and Payroll

| Area of Responsibility | Delegated to: | In conjunction with: |
|------------------------------------------------------------------------------|---------------|------------------------|
| Review the staff structure of the academy termly | Headteacher | CEO HR Director |
| Verify employee status for all individuals working on behalf of the academy. | Headteacher | HR Director |
| Notify staff changes to HR Director | Headteacher | SLT/Operations Manager |

3.11 Appointments

| Area of Responsibility | Delegated to: | In conjunction with |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| Headteacher/Deputy (Church of England schools) | The Trust appoints the Headteacher and any Deputy having regard to the requirements of academies. Appointments follow a selection process conducted by the Trust in accordance with the HR policies. The selection panel will comprise at least one Foundation Trust director (or an alternative approved by the Diocesan Director of Education), who is not a member of the Academy Council, the CEO and 1 member of the Academy Council. | AC Chair |
| Headteacher/Deputy (non-church schools) | The Trust appoints the Headteacher and any Deputy having regard to the requirements of academies. Appointments follow a selection process conducted by the Trust in accordance with the HR policies. The selection panel will comprise one director, who is not a member of the Academy Council, the CEO and 1 member of the Academy Council. | AC Chair |
| Other staff within approved budget | Headteacher | Executive Headteacher CEO HR Director |
| Other staff not within approved budget | Headteacher | COO before appointment process commences |

3.12 Appraisal, Pay Discretions and other HR matters

| Area of Responsibility | Delegated to: | In conjunction with: |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------------------|
| Performance review of Headteacher in accordance with the Trust's Appraisal Policy and The Education (School Teachers' Appraisal) (England) Regulations 2012 and the academy's approved budget. | Executive Headteacher | AC Chair |
| Performance review of staff line managed by CEO | CEO | COO HR Director |
| Performance review of CEO | Board | |
| Performance review of all other staff conducted in accordance with the Trust's Appraisal Policy and the Academy's approved budget. | Headteacher | HR Director |
| Recommend Pay Discretion for the Headteacher. The Trust who will consider, but not be bound by, such recommendation. | Academy Council | CEO Executive Headteacher HR Director |
| Award pay discretions to staff reporting to Headteacher in line with approved budget plan and the Trust's Appraisal Procedure. | Headteacher | HR Director COO |

3.13 Disciplinary, Dismissal and Capability Procedures

| Area of Responsibility | Delegated to: | In conjunction with: |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------|
| Dismissal or disciplinary procedure in accordance with the Trust's policies | Academy Council for staff reporting to Headteacher Business Committee for staff reporting to CEO | HR Director |
| Dismissal payments | Refer to COO for consideration by Business Committee | |
| Redundancy | Business Committee | |
| Requests for early retirement in line with Trust's policy | Academy Council | COO before agreement |
| Requests for flexible working arrangements in line with trust's policy and the academy's budget. | Academy Council | HR Director |

3.14 Admissions

| Area of Responsibility | Delegated to: | In conjunction with: |
|-----------------------------------------------------|--------------------------|------------------------------|
| Admissions policy for the Academy | Academy Council | CEO Executive Headteacher |
| Admissions policy is published on Academy's website | Academy Council | Executive Headteacher |
| Permanent exclusions | Headteacher | Executive Headteacher CEO |
| Reviews of exclusions | Academy Council | |
| Appeals against review decisions | Executive Education Team | |
| Continuing education of excluded pupils | Headteacher | |

3.15 Standards, Curriculum and Target Setting

| Area of Responsibility | Delegated to: | In conjunction with: |
|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------------------|
| Setting the Curriculum in line with the terms and provisions of the articles and funding agreement and guidance from the Executive Education Team. | Headteacher | Executive Headteacher CEO |
| Setting targets | Executive Education Team | Executive Headteacher CEO |
| Approving targets for pupils | Academy Council | Executive Headteacher CEO |
| Approving targets for Key Stages | Academy Council | Executive Headteacher CEO |
| Reporting and publishing performance data | Headteacher | Executive Headteacher CEO |

3.16 Operation and Organisation

| Area of Responsibility | Delegated to: |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Academy Council shall refer to the Trust any proposal to alter:</p> <ul style="list-style-type: none"> • Opening Times, • Extended School Provision, • Changes to term times, • Change in age range. • School uniform • House system • Curriculum Leaders (secondary schools) | <p>The Academy Council shall not make or consult upon any such change without the prior consent of the Trust. Any proposal must be referred to the CEO in the first instance. The Trust will consider such consent having regard to but not being bound by representations from the Academy Council.</p> |

3.17 Health and Safety

| Area of Responsibility | Delegated to: | In conjunction with: |
|-------------------------------------------------------------------------------------------------|------------------------|----------------------|
| <p>Academy implements and complies with the Health and Safety policy published by the Trust</p> | <p>Academy Council</p> | <p>COO</p> |

3.18 Safeguarding

| Area of Responsibility | Delegated to: | In conjunction with: |
|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------------------------------|
| Safeguarding policy | Academy Council | Headteacher Executive Headteacher |
| Appointment of designated officer and deputy | Academy Council | |
| Appointment of Academy Council member with special responsibility for safeguarding | Academy Council | Headteacher Executive Headteacher |
| Publication on academy and Trust web site of contact details of officers and employees with designated responsibility for safeguarding. | Academy Council | Headteacher Executive Headteacher |
| Sending details of designated officers to the Trust | Academy Council | |

3.19 Provision of Goods and Services

| Area of Responsibility | Delegated to: | In conjunction with: |
|-------------------------------------------------------------------------------------------------------------|---------------|----------------------|
| Appoint budget holders | Headteacher | |
| Review orders to ensure compliance with Section 4. | Budget holder | Headteacher |
| Supervise contractors and service providers to ensure best value for money and compliance with legislation. | Budget Holder | Headteacher |

3.20 Orders for Goods and Services and Payments of Accounts

| Area of Responsibility | Delegated to: |
|--------------------------------------------------------------------|---------------|
| Appointment of budget holders | Headteacher |
| Maintaining a signatory list of budget holders and approval limits | Headteacher |
| The approval of orders for all goods and services. | Per Section 4 |

3.21 Insurance and Property

| Area of Responsibility | Delegated to: | In conjunction with: |
|--------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------|
| Review Trust insurance cover to ensure it meets the requirements of the academy and its officers | Business Committee | |
| Notify COO if insurance cover is incomplete or inadequate | Business Committee | |
| Develop and implement a strategy for the maintenance and development of the school site and buildings. | COO | CEO Executive Headteacher Head SLT Head of Site |
| Approved maintenance programme within the context of the academy's budget. | Academy Council | CEO Executive Headteacher Head SLT Head of Site |

3.22 Security of Assets, Stocks and other Property

| Area of Responsibility | Delegated to: | In conjunction with: |
|-----------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------|
| Produce and implement a policy for security arrangements at the academy (including procedures for call-out and key replacements). | Headteacher | |
| Approve and periodically review the policy for security arrangements at the academy. | Academy Council | |
| Ensure the physical security of the academy's assets, and maintain and periodically inspect an up-to-date inventory. | Headteacher | |
| The security of physical assets. | Headteacher | |
| The physical inspection of the inventory on an annual basis or | Headteacher | |

Scheme of Delegation for [Academy Name] approved by the Trustees of the Acorn Education Trust

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| through an on-going programme of (random) sample checks. | | |
| Disposal of assets | See Section 4 | |
| Maintain a register of key holders. | Headteacher | |

3.23 Income

| Area of Responsibility | Delegated to: | In conjunction with: |
|--------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------------------------|
| Setting charges for the academy's income, including lettings, music tuition and meals in accordance with the Trust's policies. | COO | Headteacher Executive Headteacher |
| The control and collection of all income. | Headteacher | Business/Admin staff |
| The preparation of receipts for banking. | Headteacher | Business/Admin staff |
| The physical banking of monies. | Headteacher | Business/Admin staff |
| The investigation of bad debts owed to the academy | Headteacher | COO |
| Ensuring the security of monies held on site. | Headteacher | COO |

4 Controls and Limits

| Control | Limits | Requirements | Approval |
|------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------|
| Budget Transfers to other headings | Less than £5,000 (in total in FY) | | COO |
| Budget Transfers to other headings | £5,000 and over | | COO |
| Cheque signing | £500 maximum per cheque | 2 signatures | Any 2 approved signatories |
| Cheque signing | Over £500 | 2 signatures | Any 2 approved Trust signatories |
| BACs Payment authorisation for purchase orders | Any | This is a centralised function performed by the Central Finance Office | Any 2 approved Trust signatories |
| Capital projects | £10,000 and above | Details to COO | Business Committee |
| Contracts and leases (excluding subscriptions) | Less than £5,000 (total whole term of contract) | Details to CFO as soon as potential contract identified to confirm compliance with EFA rules and trust policy | COO |
| Contracts and leases (excluding subscriptions) | £5,000 and over (total whole term of contract) | | Business Committee |

| Control | Limits | Requirements | Approval |
|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Authorising orders within budget (excluding contracts and leases and capital construction projects) | Less than £1000 | Value for money confirmation by originator | Budget Holder |
| | £1,000 and up to £100,000 | 3 Quotes and 2 signatures. CFO check VFM compliance, CFO may suggest options such as: <ul style="list-style-type: none"> combining or sharing purchases across the MAT alternative suppliers alternative suppliers for future orders. | COO |
| | £100,000 and over | Refer to COO to provide tendering service support and guidance under Trust's Tendering Policy. COO will also ensure EU regulations are applied for all contracts over the EU threshold in force at the time. | Business Committee |
| Authorising orders for approved Capital Construction Projects | Up to £10,000 | Value for money confirmation by originator. | COO |
| Emergency purchases without official order (where the safety of students, staff, visitors, or the delivery of school objectives are at risk) | Less than £1,000 | Originator to provide written explanation for next available Finance Committee meeting. | Headteacher |
| | £1,000 and up to £10,000 | | COO |
| Authorising invoices for payment (does not apply to invoices with valid, authorised Goods Received Note) | Less than £1,000 | | Budget Holder |
| | £1,000 and over | | COO |
| Authorise all employee-related expenses (except Headteacher's) | Any amount | Proof of purchase | Headteacher |

| Control | Limit | Requirements | Approval |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------|
| Approve payments made to the Head for goods or services purchased on behalf of the academy or personal expenses | Any amount | Proof of purchase | Executive Head |
| Approve payments made to the CEO for goods or services purchased on behalf of the academy or personal expenses | Any Amount | Proof of purchase | COO |
| Maximum cash holdings | £1,000 or limits imposed by insurance whichever is lower. | Held in school safe when not in use | Headteacher |
| School Office Cash Box and stamps | £50 cash plus stamps | Held in safe or secure, locked cupboard. | Headteacher |
| Disposal of equipment | All disposals | Refer to COO | Business Committee |
| Write offs | Less than £500 | Details to next available Business Committee Meeting | Headteacher |
| Write offs | £500 and over | Refer to COO to check delegated EFA limits in accordance with AFH in force at the time | Finance Committee |

| Control | Limit | Requirements | Approval |
|---------------------------------------------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Due diligence programme following GB applications to join the trust | | Board informed immediately | CEO |
| Educational support to schools not in the Trust | | Impact assessment, Cost benefit analysis and budget approved by BC | CEO |
| Business services supplied to schools not in the Trust | | Impact assessment, Cost benefit analysis and budget approved by BC | COO |
| Accepting schools into trust | | <ol style="list-style-type: none"> 1. Full due diligence exercise completed, in accordance with the trust's due diligence policy 2. MAT 5-year comparison budget 3. Impact assessment 4. Project plan | Board |

5 Definitions

| Term | Description |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CEO | The Chief Executive Officer of the Trust accountable to the Secretary of State for the performance of all academies within the trust. The CEO is an employee, appointed by the trustees. The CEO is also a trustee, director and governor of the Trust. |
| Accounting Officer | Accountable for the financial health of the trust. This role must be fulfilled by the most senior employee of the trust and is the same person who performs the role of CEO. Financial management of the Trust is delegated to the COO. |
| CFO | Central Finance Office |
| COO | Known in the Trust as the Chief Operating Officer. A fully qualified business accountant appointed by the Trustees to oversee the finances of the trust. Reports directly to the board and is a member of the Trust's Finance Committee. |
| BC | Business Committee |
| Trustee/Director/Governor | <p>The terms are used interchangeably. In Acorn we generally use the term Director.</p> <ul style="list-style-type: none"> • The Trust is a company under the Companies Act and in this capacity the Trustee performs the role of a director • The Trust is also a company with charitable status and under charity law the role of Trustee applies. • The Trust is also subject to educational Acts of Parliament and therefore the Trustee is also a governor of all the Academies. |
| Members | The Members "own" the Academy Trust. Their role is to appoint the Directors, amend the articles and receive the annual accounts. |
| Academy Council Governors | Academy Council Governors are local governors working with a particular school. These local governors focus on standards, safeguarding and the community ethos/culture in each school. The Directors delegate some of their governing functions to the Academy Council Governors. |
| DPO | Data Protection Officer |