



SCHEME OF DELEGATION – March 2017

Version 1.2

Complying with the Academies Financial Handbook and Financial Regulations

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Document Control

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1.1				
1.2				

The underlying principles for this Scheme of Delegation are that:

- 1.1 Vector Learning Trust (VLT) comprises a family of Academies within the East Devon and South Somerset region who will have one shared vision, one board and one scheme of delegation.
- 1.2 VLT's model of governance is designed to recognise the overall responsibility of the board on behalf of the trust members and the experience and understanding of Local Academy Committees (LGC's) being best placed to assess the performance of their Academy in relation to the VLT ethos and the needs of the local community and the cost efficiency and consistency of national services.
- 1.3. All trustees, governors and professionals working for the Trust will accept and embrace their professional responsibility to care for every child and young person within the Trust. They will be open to change, treating all within the wider community with dignity and respect at all times.
- 1.4 Each of our Academies is committed to all our students becoming effective, enthusiastic, independent learners.
- 1.5 There will be clear structures in place to ensure that the voices of all children, young people and adults within the Trust are heard and valued.
- 1.6 The partnership will aim to identify and foster the passions that motivates each child and provides an atmosphere where children enjoy learning and want to go to school
- 1.7 Although each Academy will have its own identity, there will be a shared purpose across the Trust to transform learning, aspirations and opportunities.
- 1.8 VLT is a registered charity working to provide outstanding educational opportunities which lead to outstanding student outcomes

2.1 Vector Learning Trust's Vision Statement

“To provide outstanding educational opportunities which lead to outstanding student outcomes”

2.2 Vector Learning Trust's Mission and Purpose

- Achievement - The raising of student achievement is our core purpose and a positive answer to one key question must drive everything we do. 'Is this going to raise student's achievement?'
- Innovation - To provide a catalyst for innovation and problem solving
- People – We put people first in order to foster collaboration and knowledge sharing across our educational communities
- Inspire - To inspire a generation to be the best they can be

2.3 Principles underlying the operation of our Academies

- Students drive every decision we make and are at the heart of everything we do
- We will also care for the needs of our staff, our parents and our wider communities
- We are fully inclusive – welcoming children from vulnerable groups and different ethnicities
- High quality professional development for all staff across the trust
- Relentlessness in delivering value for money

2.4 Vector Learning Trust Members and Trustees

VLT is a multi-academy sponsor trust and will be responsible at inception for 2 Academies (Holyrood and Axe Valley). Members of the Trust were approved and appointed by the previous Holyrood Trust Members to include skills and experience to hold the Board of Trustees to account. The Trustees are appointed by the Members with an initial term of office of 4 years and thereafter they may be re-appointed but will not serve more than 2 terms. The membership of the board includes experienced professionals from education and business.

2.5 Vector Learning Trust Local Governance

It is the Academy Trust as the legal entity that is ultimately responsible for governance of the Academies within the Trust and will have regard to any guidance as to the governance of the Academies that the Secretary of State may publish. A Local Governance Committee (LGC) will be established by the board for each Academy.

The role of the LGC is vital in making sure that people in a local educational community have the opportunity to focus on maintaining the individual character of the Academy and reflect on the purpose of education and the effect it will have on the wider community. It is therefore important that the LGC be given the appropriate delegation to think about the Academy's curriculum, teaching and learning.

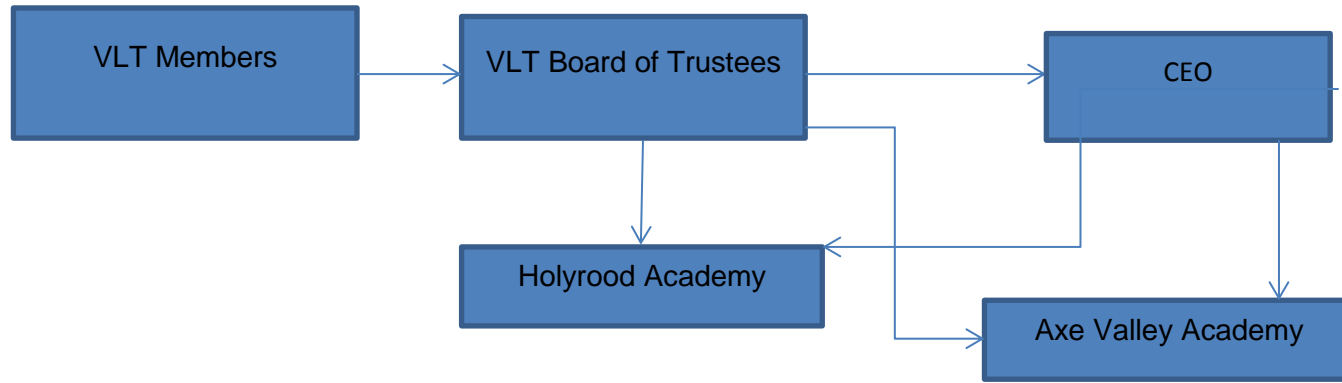
A key principle for effective governance in any MAT is that the local and board levels of governance work together providing the vital but differing aspects of governance to achieve the vision and values of the Trust.

2.6 MAT growth and expansion of Governance

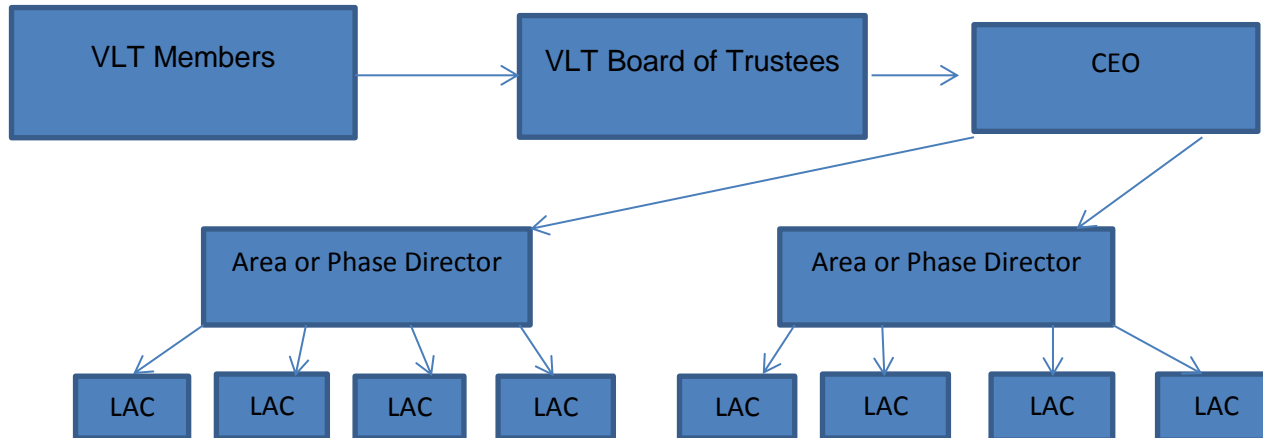
The information provided above is relevant in the early stages of the inception of the VLT and the basis on which governance will be able to grow so that whilst local governance will remain expansion will mean that there will likely be phase specific or regional academy directors.

The diagrams that follow show how the initial model of governance will work in practice and how the model can be expanded as the MAT grows.

Proposed model of governance at inception of VLT



Proposed model of governance at growth of VLT



2.7 Members of the Vector Learning Trust

Name	Role	Date Appointed	Experience
Brenda Steele			Governance and Education
Faith Jarret			Secondary Phase
Suzanne Flack			Primary Phase
Gary Andrews			Finance
Vacancy			Personnel – HR advisor
Vacancy			Left Vacant for possible Diocesan rep
Ann Adams	Chair of VLT Trust Board		Law, Accountancy and Governance

2.8 Trustees of the Vector Learning Trust Board and Committees

Name	Role	Finance	Standards	Date	Experience
Martin Brook	CEO	Member	Member		Executive Principal
Ann Adams	Board Chair	Member	Member		Law, Accountancy and Governance
Ewan Cameron			Member		Business – director family business
Paul Tuffin		Member			Business – director local business
Margaret Mercer	Chair Finance	Member			Accountancy, Governance
Heather Burnett			Member		Governance
David Mortimer		Member			Governance, Business
Steve Owen			Member		Primary – LA Advisor
Amanda Broom			Member		Community, Legal
Vacancy					HR experience
Vacancy					Possible Diocesan Representation
Tina Coles	Advisor / Clerk			Indefinite	Advisor/clerk to both boards
Paula Gibson	Advisor/Minute Taker			Indefinite	Advisor/minute taker to both boards

2.9 Composition of Local Academy Committees

Type of Member	Number	Term of Office	How they are elected/appointed
Principal of Academy	1	Indefinite	N/A – by appointment as Principal
Trust Appointed	3	4 years	Appointed by Trust board based on skills audit of LGC
Staff	2	4 years	By election to be organised by the relevant academy following VLT protocols for election process
Parent	2	4 years	Election of eligible parents at the relevant academy following protocols set by VLT
Community	2	4 years	Appointed by the LGC based on skills audit and recruitment from the community that the academy serves
Others	To be determined	4 years	Where applicable other members may be appointed by the Trust such as Diocesan representation
Secretary to the LGC	1	Indefinite	To be appointed by the Chair of the LGC and Governance Professional for the Trust

3.1 Framework

The Vector Learning Trust's structure and framework is built upon the ethos of making sure that all parties fulfil their roles and responsibilities, that areas of strength are identified so that best practice is shared amongst the family of academies within the Trust to ensure that each Academy meets our minimum expectations in regard to standards:-

- We ensure that there is an equal expected entitlement to standards for all children and young people in all of our Academies
- We have a common language and system for sharing and comparing our progress by school, by year, by specific groups and by subject across schools
- We ensure that assessment is accurate across all Academies by introducing linear examinations/tests at the end of each academic year for all children
- We allow individual Academy's to design their curriculum and assessment framework
- All Academies have the autonomy to teach and assess learning in their own way, informed by best practice.

3.2 Governance and Monitoring cycle

Trust Members – will meet at least 3 times in the academic year to receive reports on the performance of the Board of Trustees in their duty to deliver the strategic implementation of the framework. One of these meetings will be the Annual General Meeting where the Board will present the Governance Statement to the Members detailing the performance of the Board and the Academies within the Trust alongside the financial probity of the Trust and each Academy. They have the power to appoint Trustees, change articles of association, and decide on a change of school category and any required amendments to the funding agreement.

Board of Trustees – will have 3 meetings in the academic year and operate with 2 sub-committees who will receive reports from each Academy Council:-

- Finance Committee – incorporating audit and risk and will meet termly
- Standards committee –meeting termly to evaluate progress against the framework

The CEO will provide a termly report detailing the outcomes from the challenge, review and progress meetings with each academy.

CEO – will visit each academy for routine:-

- Challenge and review meetings with a focus on the development and quality of teaching, learning and assessment, leadership, CPD, welfare and an achievement review
- Progress review meetings for those academies that are high risk
- Standards meetings that will be phase specific and will be attended by senior leaders within each academy with a responsibility for raising standards and year 6 teachers to focus on sharing practice and constructing opportunities for standardised assessment and moderation.

The CEO will also establish Phase or Area Improvement networks to focus on sharing best practice across the Trusts family of academies and to identify outstanding practitioners and share resources. It is expected all teachers will be part of this improvement network where they are required to actively participate.

Local Governing Committee Chairs –will meet termly so that they are kept updated and to provide opportunities to standardise and align the content and challenge of the local governing committee meetings. It is expected that the Chair, Vice-chair of the Board of Trustees and the CEO will attend at least one of these meetings in the year. A Trustee will attend one LGC meeting across the academic year in each Academy to provide the direct lines of communication between the LGC and Board of Trustees.

3.3 Governance Delegation

Delegated Duty	Delegated Authority	Comment
Admissions	VLT	All Academies will follow the VLT admission policy, taking into account Local Authority admission policies.
Health and Safety	Principal	The board will take into account any representation made by the LGC
Permanent Exclusions	Principal and LGC	All academies within VLT will follow statutory DfE (Department for Education) guidance on permanent exclusions and the VLT Behaviour Policy
Safeguarding	VLT	All academies will follow VLT's child protection and safeguarding policy which follows statutory guidance and regulatory provision for safeguarding. Training is mandatory for all staff and all Trustees and LGCs will undertake training as well as receiving annual reports from the Academy Safeguarding Lead.

4.1 Central Recharge

A contribution of 5% of each Academy's General Annual Grant (excluding pupil premium) will be made to fund centralised costs of the Trust as agreed by the Trust Board for example HR (Human Resources), Finance, Payroll, Legal, Data Strategy and Trust management.

4.2 Extended Services Recharge

A per pupil/student charge from the General Annual Grant is levied for the provision of ICT services and the Trust wide IT infrastructure together with Property and Estates. In addition, specific charges will be made for bespoke Academy Capital Projects.

4.3 Financial Scheme of Delegation

VLT is a single financial entity and is a charitable trust regulated by the DfE. Members, directors/trustees, and LGC's of the trust have different but complementary roles, responsibilities, and duties within the trust to safeguard the trust's financial resources, ensure public money is well spent, and avoid real or perceived conflicts of interest.

The CEO of the trust is the trust's accounting officer and as such is personally responsible to parliament for ensuring regularity, propriety, and value for money in the use of the trust's funding, supported by the Director of Finance and Operations. They must give approval for the opening/closing of the Trust bank account The Board of Directors is responsible for appointing auditors whose remit will cover all academies in the trust.

Each academy may set its own monetary value limits and frequency of reporting providing they do not exceed those given in this Scheme. The following table summarises the delegated financial authorities for each function.

DETAIL OF SCHEME OF FINANCIAL AUTHORITIES

Responsibility	Reserved to the Board	Trust Finance Committee	Local Governance Committee	Academy Principal
Finance Policies and Procedures	<p>Approval of Financial regulations.</p> <p>Approval of the trust's reserves policy</p> <p>Approval of Investment strategy and policy</p> <p>Monitoring and review of financial performance of the Trust and decision making on action required</p>	<p>Provide detailed scrutiny and advice to the Trust board re:</p> <ul style="list-style-type: none"> • financial regulations • all financial decisions reserved to the Trust board • opening and closing of bank accounts and cheque signatories • review of the trust's reserves policy • approval of investment providers and products as well as review • approval of format of management accounts • detailed scrutiny of financial performance and advice to the Trust board <p>CEO/Supported by Director of Finance and Operations</p> <ul style="list-style-type: none"> • development of the Trust's financial regulations/standing orders for review/approval by the board; • management of the Trust's finances in accordance with the financial regulations • recommendation on selection of providers and monitoring and reporting on performance • preparation of management accounts and 	<p>Management oversight and reporting of day to day expenditure within school budgets</p> <p>Ensure compliance of Trust Finance Policies and Procedures</p>	<p>Monitor everyday expenditure within school budgets</p> <p>Report to LGC as required.</p> <p>Ensure compliance with Trust Finance Policy and Procedures</p>

		financial reporting; <ul style="list-style-type: none"> development of the Trust's financial reporting framework. 		
Budget Forecast Submission of consolidated Budget Forecast by 31 July for the following financial year including capital projects Revisions to budget during the year as appropriate	<p>The full MAT Board will approve the consolidated Budget Forecast for the MAT including the individual academy budget prior to submission to the EFA by 31 July</p> <p>The initial Budget Forecast for a newly converting academy will be based on the Pre-Academy Report and must be approved by the full MAT Board before the school converts to academy status and joins the MAT.</p>	<p>The Finance Committee will carry out a review of the draft Budget Forecast and make a recommendation for approval to the full MAT Board</p> <p>Approval of in year revisions to budget</p>	<p>The Principal / Headteacher of each school will refer the Draft Budget to the LGC, which will make recommendation for approval to the Finance Committee with any amendments it feels are appropriate.</p> <p>Recommendations for approval for revisions to the budget must be made by the LGC</p>	<p>The Executive Principal will have primary responsibility for preparing the draft Budget in consultation with the LGC and with the support of the MAT Director of Finance and Operations as necessary during May in accordance with a pre-arranged timetable</p> <p>The Executive Principal may make revisions to the budget during the year as appropriate with involvement from members of the LGC keeping the MAT Director of Finance and Operations informed.</p>

Purchase Order/Invoice Approval	£60,000 and over	£25,000 up to £59,999		Up to £24,999 in value
Authority to accept a quote/tender other than the lowest	Over OJEU limit	£10,000 up to OJEU limit	£5,000 up to a value of £9,999	Up to a value of £4,999
Authority to write off bad debts		£1000 up to £44,999 (over £45,000 requires secretary of state approval)		Up to a value of £999.99
Approval for Capital Expenditure not included in the original budget	Capital expenditure for projects exceeding £100,000 requires the express written consent of the MAT Board.	The Finance Committee has authority to approve additional capital expenditure up to £50,000 in a financial year (either on one item or in aggregate).		Authority in consultation with the LGC to incur additional capital expenditure up to £10,000 in a financial year (either on one item or in aggregate) from available DFC funding, keeping the MAT Director of Finance and Operations informed.

				This is subject to any restrictions imposed from time to time by the LGC
Approval for Virements between nominal codes and budget heads.				The Principal may request approval for virements between nominal codes and budget heads on the approved financial plan
Reporting and Internal Audit Requirements	The MAT Board will review the performance of the academy against its Budget as part of its review of the level of autonomy it should be granted at the first meeting in each financial year.	<p>The Finance Committee will monitor the management accounts supplied by the LGC and its compliance with internal auditing requirements on an ongoing basis and report any concerns to the MAT Board.</p> <p>The Finance Committee will appoint a Responsible Officer to conduct reviews of processes and procedures to provide assurance that these are efficient and effective across all establishments.</p> <p>.</p>	<p>The LGC will scrutinise and monitor capital and revenue expenditure to ensure it remains within the limits permitted by this Scheme of Delegation.</p> <p>It will respond to any queries from the Finance Committee arising from the centrally produced reports.</p>	<p>The Principal is responsible for providing such information and assistance in relation to reporting and internal auditing as the MAT Board may from time to time require.</p> <p>This will include reporting formally to the Finance Committee at regular intervals as specified.</p>

Statutory Audit Procedures	<p>The statutory accounts are signed off by the members at the AGM</p> <p>Appointment of external auditors and approval of changes to auditors' terms of engagement on recommendation from the finance committee</p>	<p>The Finance Committee is responsible for recommending the statutory accounts for approval to the AGM</p> <p>Recommendation to the Trust Board re appointment of external auditors; Including approval of their scale of work.</p> <p>Review of external auditor's management letter.</p> <p>CEO/Supported by Director of Finance and Operations Supporting and co-operating with the work of the external auditors as determined by the finance committee and trust board</p>	<p>The LGC is to provide such information and assistance in relation to statutory audit procedures as the MAT Board may from time to time require.</p>	<p>The Principal is to provide such information and assistance in relation to statutory audit procedures as the MAT Board may from time to time require.</p>
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All final Academy and Trust budgets must be submitted to the Board of Trustees for ratification by 30 June each year. Indicative budgets must be in place by February each year.

All Principals in conjunction with the CEO or Area/Phase Director will submit their Academy Improvement Plan, to the CEO or Board against an agreed cycle.

No Academy will submit a deficit budget, should this be the only option agreement will need to be sought from the Finance Director and CEO before submitting to the Board.

Appointments

All appointment panels will have at least one member who has undertaken Safer Recruitment Training	Trust Board
VLT CEO	
Area or Phase Director	CEO and at least 2 members of the Trust Board
Director of Finance and Operations	CEO and at least 2 members of the Trust Board
Heads of Central Functions e.g. HR, IT, Property	CEO, Director of Finance and Operations and at least 1 member of the Trust Board
Principal	CEO, Chair or VC of LGC and at least 1 member of Trust Board
Deputy Principals	CEO, Principal and at least 2 members of LGC
Assistant Principals	Principal, Deputy Principal and 1 other as determined by Principal
Head of Department/ Year Head	Principal, Deputy Principal and 1 other as determined by Principal
TLR posts	Principal or Deputy Principal and Head of Department
Teaching posts	Principal, Deputy Principal, Head of Subject (if applicable)
All support staff	Business/Finance manager and 2 others determined by Principal
(NB – where the term Principal is used this refers to individual school/Academy Principal/Headteacher or Head of School)	

Disciplinary Cases and Dismissals

For all disciplinary cases and dismissal the following model will apply. All hearings or appeals will require at least 2 members of the panel. Any queries are to be directed to the HR director for advice

- Disciplinary
- Capability
- Redundancy
- Other substantial situations

CEO	Members of the Board of Trustees	Chair of Board and 1 Board member
Area or Phase Director	CEO and board member	Chair of Board and 1 Board member
Chief Operating Officer/Director of Finance & Operations	CEO and Board member	Chair of Board and 1 Board member
Principal	CEO and Board member	Chair of Board and Chair of LGC
Deputy Principal	Principal and CEO	Chair and 1 member of LGC
All other Academy posts	Principal and line manager	Chair and 1 member of LGC
Heads of central functions	Line manager	COO/Finance Director and

Grievance		
All panels will have at least 2 members and membership is determined by the role with the delegated authority		
Posts	Delegated Authority	Appeal
CEO	Chair of the Board	Vice-chair of Board
Area or Phase Director	CEO	Chair of the Board
Principal	CEO	Chair of the LGC
Chief Operating Officer/Director of Finance & Operations	CEO	Chair of the Board
Deputy Principal	Principal	CEO
All other Academy posts	Principal	Deputy Principal
Heads of Central functions	Chief Operating Officer/Director of Finance & Operations	CEO
Other Functions		
Function	Delegated Authority	
	Equal to or below contractual notice	CEO and Head of HR
Severance payments/Settlement agreements	Above contractual notice but below six months' pay (and below £50000)	CEO and member of pay committee
	>£50K	Prior approval from EFA, via head of compliance

HR Delegated Authority

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	Delegated Authority	
Signature of letter of appointment Chief Executive	Chair of Board	
Area/Phase Director	CEO	
Principal	CEO	
All Academy Staff	Principal	
Head of Central functions	CEO	
Collective Agreements	Chair of Board	
Teachers pay – threshold/upper pay scale	Principal	
Other pay awards	Chair of board or chair of LGC	
Severance payments/Settlement agreements	Equal to or below contractual notice	CEO and head of HR
	Above contractual notice but below six months' pay (and below £50000)	CEO and member of pay committee
	>£50K	Prior approval from EFA, via head of compliance

Function	Delegated Authority
Performance Management:- <ul style="list-style-type: none"> • CEO • Area/Phase Director • Finance Director • Principal • Deputy Principal • All other Academy Staff • Heads of Central Services 	<ul style="list-style-type: none"> • Chair of Board and 2 other members • CEO and 2 board members • CEO • CEO and Chair of LGC • Principal • Line manager • Finance Director
Staffing restructures (a business case will need to be submitted to the CEO)	CEO, Area/Phase Director, Principal
Re-grading/re-designation/increase in hours (to be supported by job evaluation) <ul style="list-style-type: none"> • Salaries over £50,000 • Central salaries less than £50,000 • Academy posts below £50,000 	<ul style="list-style-type: none"> • Pay committee • Finance director • Principal and Area/Phase Director
Creation of permanent new posts with salary <£50k	CEO and Board of Trustees
Creation of permanent new posts with salary between £20k and £55k	Budget Holder
Creation of permanent new posts with salary >£20k	Budget Holder
Creation of temporary post up to 1 year	Budget holder
Revisions to pay and conditions	Trust Board
Decisions to make redundancies	CEO, Trust Board and Principal
Authorisation of redundancy/early retirement payments	Head of HR, Area/Phase Director, Principal
Authorisation of pension payments (early retirement, exercise of pension discretions etc.)	Finance Director

Determination of CEO's Salary and pay progression	Trust Board on recommendation from Performance Management panel
Determination of pay range for an individual with a salary in excess of £55k	Pay committee
Determination of pay range for an individual with a salary less than £55k	Principal, Area/Phase Director
Determination of pay progression of Deputy Principal within their pay scale	Pay committee on recommendation of Principal and LGC
Determination of pay progression of Area/Phase directors and Principals	CEO recommendation to Pay committee of Board
Determination of pay progression of teaching posts below Deputy Principal within their pay grade (including threshold)	Academy Pay committee
Administration of employment contracts, pay and conditions of service	HR Director

Any other delegated authority not described above will need to be referred to the Board of Trustees for a decision.

Finance – additional information regarding Sixth form provision across Holyrood Academy and The Axe Valley Community College

Original financial information submitted

Year	Reserve Balance brought forward	Income	Expenditure	Surplus or deficit (if applicable)	Reserve Balance carried forward
2015-16 actual	£1,645,003	£6,235,340	£6,526,510	(£291,170)	£1,353,833
2016-17	£1,353,833	£6,241,390	£6,608,933	(£367,543)	£986,290
2017-18	£986,290	£6,529,112	£6,645,316	(£116,204)	£870,086
2018-19	£870,086	£6,582,317	£6,728,008	(£145,691)	£724,395

Commentary:

In October 2015, the Senior Leadership Team and Governors at Holyrood analysed the cost of the Sixth Form at Holyrood, by comparing the size of the curriculum contact time and funding associated with post-16 to the curriculum contact time and funding for Years 7-11. From this, they calculated that the Sixth Form was being cross-subsidised by the rest of the school during 2015/16 by £452K.

As a consequence of the above the following decisions were made by the Governors in respect of the post 16 provision at Holyrood for September 2016

- Detailed review of the curriculum took place. Historically the curriculum offered at Holyrood was very academic with the majority of courses being A levels. Following a review of the needs of the students coming through from Year 11 it was felt that we should be offering a mixed offering of vocational and A levels.
- By looking at vocational qualifications available this allowed us to rationalise the number of qualifications on offer whilst still giving a varied programme for students to select from i.e. BTEC level 3 Performing Arts replaced A level drama, A level Music and A Level Music Technology. BTEC Level 3 Art and Design replaced A level Art, A level Photography, A level Graphics and A level Product Design
- By increasing the number of vocational courses, the number of students choosing Holyrood increased. The total number of students in the Sixth form in October 2016 was 195 compared to 158 in October 2015.
- In addition, the Academy made links with Yeovil College and from September 2016 a formal partnership was established which meant that sixth form students from Holyrood attend Yeovil College 2 or 3 days a week depending on course requirements to do the more practical based vocational courses i.e. in

catering, construction and hair and beauty. The Academy then delivers GCSE Maths and English as required, enrichment activities, pastoral support and oversees work experience.

- Following the formal partnership with Axe Valley it was also agreed by the Governors that a new post of Director of Sixth form across the two schools was needed from September 2016. The key focus for this role being
 - To improve outcomes of all students post-16
 - To look at future Sixth form provision across the two schools to ensure it is efficient and effective.
 - Marketing to increase numbers choosing Holyrood/Ave Valley

Having put in place the above the impact on the cross subsidisation for Holyrood Academy are as follows. The further reduction in curriculum contact time at post 16 in 2017/18 being due to the new curriculum offering being put in place in September 2016 feeding through to Year 13.

Holyrood Academy Sixth Form cross subsidy calculation

Year	Curriculum contact time – post16	Funding – Post 16	Curriculum contact time – Year 7 – 11	Funding – Years 7 - 11	Cross-subsidisation
2015/16	528	£676,924	2263	£5,293,151	£452,492
2016/17	478	£644,431	2290	£5,252,594	£373,914
2017/18	444	£760,844	2290	£5,252,594	£215,735

The Governors during this time did consider closing the Sixth form provision at Holyrood but unanimously agreed that if the curriculum contact time could be reduced alongside the increase in student numbers then it should be preserved due to the lack of easily accessible post 16 provision locally. It was felt that the cross subsidisation was of approximately £200k was appropriate and could be justified due to the non-financial benefits of having a Sixth form on site i.e. recruitment of staff, having older students on site as role model for younger students and helping to raise aspiration.

When Holyrood entered into the formal partnership with Axe Valley a similar exercise was carried out using their current curriculum model and adjusting for the drop in student numbers from 130 in October 2015 to 98 in October 2016 and applying the lagged funding associated with this decrease in numbers.

The Axe Valley Community College cross subsidy calculation

Year	Curriculum contact time – post16	Funding – Post 16	Curriculum contact time – Year 7 – 11	Funding – Years 7 - 11	Cross-subsidisation
2016/17	377	£527,663	1405	£3,462,203	£316,433
2017/18	377	£345,010	1405	£3,462,203	£460,444

The Governors recognise that a joint cross subsidisation of over £650k across the two schools is not sustainable, however they also understand that changes will need to be phased in over a couple of years due to the following

- Need to align examination boards and curriculum delivery
- Effective marketing strategy for the new joint sixth forms
- Rationalise staffing levels without impacting on current provision
- Alignment of timetables
- Transport arrangements across the two sites

Based on the joint provision described below the cross subsidisation is as follows

Subjects to Run at Holyrood Academy	Subjects to Run at TAVCC
A-Level English Literature A-Level English Lit & Lang A-Level Mathematics AS Level Core Mathematics A-Level Biology A-Level Chemistry A-Level Physics A-Level Philosophy & Ethics A-Level Geography A-Level History A-Level Psychology A-Level Sociology A-Level Law A-Level Art A-Level Photography BTEC Applied Science BTEC Sport BTEC Business BTEC Computer Science BTEC Health & Social Care EPQ Sports Leaders City & Guilds Certificate in Supporting Teaching & Learning	A-Level English Literature A-Level Mathematics A-Level Biology A-Level Chemistry A-Level Physics A-Level Philosophy & Ethics A-Level Geography A-Level History A-Level Psychology A-Level Sociology A-Level Art A-Level Photography A-Level Textiles A-Level Law BTEC Sport BTEC Health & Social Care BTEC ICT EPQ
Subjects to Run Across Both Centres	
A-Level French A-Level German A-Level Business A-Level Further Maths A-Level Film Studies Cambridge Tech Art & Design BTEC Law BTEC Health & Social Care (Extended Diploma)? Cambridge Tech Performing Arts A-Level Politics (1 st teaching Sept 2017)	

Holyrood Academy and The Axe Valley Community College

Year	Curriculum contact time – post16	Funding – Post 16	Curriculum contact time – Year 7 – 11	Funding – Years 7 - 11	Cross-subsidisation
2017/18	858	£1.230,000	3721	£8,714,797	£633,428
2018/19	738	£1.230,000	3721	£8,714,797	£415,943
2019/20 (with 300 students)	672	£1.230,000	3721	£8,714,797	£291,262
2019/20 (with 350 students)	672	£1.435,000	3721	£8,714,797	£117,621

Please note that the following

- Does not include any increase in student numbers that we are anticipating will be involved in our formal partnership with Yeovil College
- Assumes levels of funding for post 16 and school budget share remains unchanged although according to the latest information around the NFF both schools would receive more funding.
- The above is worst-case scenario, if student numbers are not sufficient for us to run the class then it will not run. It has been agreed that viable class size is 10 and if the class size is over 20 then two classes will be run.
- With the introduction of linear A levels and BTECs, working with subject leaders we will look at where it is possible to jointly deliver Year 12 & Year 13

Our radical proposal is that if from 2018 it doesn't look as though we will achieve 350 pupils across the two schools from September 2019 we will look to re designate Axe Valley as an 11-16 school and offer post-16 courses through Holyrood Academy Sixth Form. In order to achieve this we would approach the Secretary of State and Somerset County Council with a view to selling an area of land and using any proceeds to extend the current Sixth Form facility at Holyrood. Despite this being Holyrood Academy land it is not used and sits outside of the security fence and so the loss of this land would not have any detrimental impact on curriculum delivery or wider curricular activities at the school.