

Excel Learning Trust

Scheme of Delegation 2023-24

Approved:	October 2023
Version:	5.1
Review Timetable:	1 year
Renewal Date:	July 2024

Revision History

Version	Page	Revisions Made	Date
4.0	7,8	Addition of Risk into the previous Finance & Audit Committee, to reflect the function of the committee.	July 2023
4.0	9	Amended to promote flexibility for the size of LGBs.	July 2023
4.0	10	Reference made to the governor code of conduct within the LGB section.	July 2023
4.0	12-21	Amended to reflect working practices. Amended financial thresholds to reflect changes and include general cost inflation.	July 2023
4.0	13	Amendment providing the inclusion of off-site direction.	July 2023
5.0	9,11, 13,15, 17,19	Amendments linked to the role of Executive Headteacher.	October 2023
5.0	8,9	Amendments to allow for joint LGB if required.	October 2023
5.0	17	Amended to reflect HR working practices.	October 2023
5.0	22	Amended values to reflect the changes to the levels of authority.	October 2023

Contents

No	Item	Page
1.	Vision	2
2.	Our EPIC Values	2
3.	Introduction	3
4.	Effective Governance	4
	Appendix A: Strategy and Leadership	10
	Appendix B: Curriculum	11
	Appendix C: Levels of HR Delegation	12
	Appendix D: Scheme of Financial Delegation	16

1. Vision

Our Vision: Ensuring Excellence

We focus relentlessly on **ensuring that all children experience educational excellence every day so that they can achieve the very best outcomes - academically and in their personal development.**

We believe that this is every child's right and our responsibility.

2. Our EPIC Values

All schools in the trust are committed to:

**EXCELLENCE and a sharp focus on OUTCOMES
PEOPLE and CHARACTER
IMPROVEMENT through COLLABORATION
COMMUNITY and INCLUSIVITY**

EXCELLENCE and a sharp focus on OUTCOMES

EXCELLENCE	OUTCOMES
Our vision of ensuring excellence is for children, parents, staff, local governing boards, trustees and the wider community. We will always keep this front and centre in all that we do. It applies to all aspects of our work.	We believe that by focusing tirelessly on outcomes for our children, for academic and personal development, we will ensure that their life chances and life choices are maximised.

PEOPLE and CHARACTER

PEOPLE	CHARACTER
We recognise that it is in our children's best interests to recruit, retain and develop the very best staff in our schools. We continuously develop our staff to be masters of their craft. Any growth of the trust will depend on developing genuine capacity in advance of need to ensure that both new and existing schools ensure educational excellence every day.	For our children, we are as committed to character education as we are to academic outcomes; developing a visibly strong, pervasive ethos of aspiration in our schools. We foster a strong, shared sense of pride in belonging to an aspirational school community. We ensure that our curriculum enables children to develop their independence, creativity, reflective thinking, team working skills, self management and effective participation. We expect kindness from every adult and child - even when it's difficult; especially when it's difficult.

IMPROVEMENT through COLLABORATION

IMPROVEMENT	COLLABORATION
We believe in a clear model for continuous school improvement across our family of schools: The South Bank School Improvement Model. This is underpinned by an ethos of open accountability and genuine transparency. This best	Our schools are equal partners committed to true collaboration. We agree on best practice in all aspects of our work and then work together to make this world class. We also believe in our civic role and in collaborating beyond the trust for the benefit of children.

enables us to ensure educational excellence every day for our children.	
---	--

COMMUNITY and INCLUSIVITY

COMMUNITY	INCLUSIVITY
We believe that a school is at the heart of its community. As well as ensuring that the trust's vision and values are realised, schools have agency to retain and develop their own unique character, culture, ethos and community links. We believe this is in the best interests of the children and communities we serve as a trust.	We strive for all our schools to be truly inclusive and we believe the diversity of our community makes our schools stronger and richer. We actively monitor and tackle all forms of inequality and discrimination. We aim to reflect the full diversity of the communities we serve in our staff and governance.

3. Introduction

The board of trustees of the Excel Learning Trust is required to approve a governance structure for the Trust which must be:

- compliant with DfE requirements, company and charity law;
- scalable and so adaptable to growth or change within the Trust;
- reviewed annually by the Trustees.

The governance structure complies with the Academy Trust Handbook and the Articles of Association.

All members, trustees and governors must adhere to the 'Nolan Principles' of public life which are:

Selflessness – holders of public office should act solely in terms of the public interest. They should not do so to gain financial or other benefits for themselves, their family or their friends.

Integrity – holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity – in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability – holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness – holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.

Honesty – holders of public office have a duty to declare any private interest relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership – holders of public office should promote and support these principles by leadership and example.

All members, trustees and governors are encouraged to attend training regularly and review training needs annually. The Trust will arrange this training.

4. Effective governance

Members

The Excel Learning Trust is governed by non-executive directors constituted under a Memorandum of Association and Articles of Association. The members are responsible for:

- Subscribing to the memorandum of association (where they are founding members)
- Approving and amending the Articles of Association subject to any restrictions created by the funding agreement or charity law
- Appointing new members or removing existing members by special resolution, other than where there is one, the foundation/sponsor body and any members it has appointed.
- Appointment of Trustees as set out in the Trust's Articles of Association and powers under the Companies Act 2006 to remove Trustees.
- By special resolution, issuing direction to the Trustees to take a specific action.
- Appointing the Trust's external auditors and receiving (but not signing) the audited annual report and accounts (subject to the Companies Act).
- Changing the company's name and, ultimately, winding it up.
- Securing the highest standards of accountability from Trustees for the provision of all pupils in the Multi Academy Trust (MAT)

The Trust has a maximum of five members. A member counts towards the quorum by being present in either person or proxy. Three persons entitled to vote upon the business to be transacted, each being a member, or a proxy of a member shall constitute a quorum. Should there be three members then two shall constitute a quorum. Members cannot be employees of the Trust, nor occupy staff establishment roles on an unpaid voluntary basis.

Members will be kept informed about Trust business so they can be assured that the Trustees are exercising effective governance. Members will meet at least twice per year. The members will receive the Trust's audited annual report and accounts at the meeting held January.

Trustees

The Trustees should focus on three core functions:

- Ensuring clarity of vision, ethos and strategic direction
- Holding Executive Leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
- Overseeing and ensuring financial performance.

The Trustees will apply the highest standards of conduct and ensure robust governance, to ensure effective financial management. The Trustees will follow the Governance handbook and will adopt the following features of effective governance to aid compliance with the Academy Trust Handbook:

Strategic leadership that sets and champions the vision, ethos and strategy

Accountability that drives up educational standards and financial performance

People with the right skills, experience, qualities and capacity

Structures that reinforce clearly defined roles and responsibilities

Compliance with statutory and contractual requirements

Evaluation of governance to monitor and improve its quality and impact.

Trustees are responsible for:

- Complying with Trust's charitable objectives, with company and charity law and with their contractual obligations under the funding agreement.
- Ensuring the regularity and propriety in the use of Trust's funds, and achieving economy, efficiency and effectiveness.
- Taking ownership of the Trust's financial sustainability and its ability to operate as a going concern.
- Annual approval of statutory accounts, ensuring the accounts are produced in accordance with the requirements of the Companies Act 2006, Charity Commission requirements and the DfE guidance issued to Academies.
- Provide Members with a copy of the approved audited accounts.
- Assisting the decision-making process of the Trust, by enabling more detailed consideration to be given to the finances and resources.
- Entering all contracts on behalf of the Trust.
- The approval of annual estimates of income and expenditure for the Trust at the beginning of the academic year.
- Authorising income and expenditure in line with the Scheme of Delegation.
- Ensuring compliance with financial regulations and standing orders of the Trust.
- The appointment or dismissal of the CEO and CFO.
- Strategically controlling the organisation and managing the charitable assets.
- The determination of the educational character and mission of the Trust.
- Setting key strategic objectives and targets and reviewing performance against these.
- The determination of the Trust development plan.
- The approval of all statutory and non-statutory policies that are common to all Schools within the Trust.
- Co-opting Trustees in order to secure specific skills and knowledge.
- Intervening as appropriate in any school at risk of underperformance.
- The determination of the establishment, constitution, membership, proceedings and delegated powers and functions of the Local Governing Boards and committees and their annual review and revision.
- The appointment Chairs and Vice Chairs of Local Governing Boards/Interim school Boards annually.
- Considering all personnel management procedures.

The Trust has no maximum limit of Trustees. The quorum for meetings of the Trustees will be three voting Trustees and the term of office for all Trustees will be four years, save that this time limit shall not apply to any post which is held ex-officio. Other members of the trust's executive team may attend as non-voting members. Other senior staff may be invited when required.

Where an issue is being discussed that directly affects a Trustee or the CEO an interest must be declared, and the individual must withdraw from the meeting.

Any Trustee may attend any Local Governing Board meetings.

The Governance Clerk will undertake the clerking of the meetings of Members and Trustees and its committees and ensure that the minutes are included as an agenda item for consideration and approval at the next appropriate meeting.

All decisions made by committees with delegated powers must be reported to the next full meeting of the Trust.

The Chair of the Trustees will be elected at the first meeting of the academic year.

Committees

The Trust will have two committees, and Local Governing Boards for each school. The membership of the committees and LGBs will be reviewed and agreed by the Trustees.

The committees will meet as often as is necessary to fulfil their responsibilities and at least three times per year. Once, at the beginning to agree on the programme of work and once at the end to review.

The accounting officer (CEO) and other relevant senior staff should routinely attend committee meetings as appropriate to provide information and participate in discussions but will not participate as a member.

The committee may invite attendance at meetings from persons who are not members of the committee such as HR Director and auditors to assist or advise when appropriate.

Committee membership and terms of reference

Finance, Audit & Risk Committee

The membership of the Finance, Audit & Risk Committee will contain a majority of Trustees, but Trustees may agree to appoint other people to the committee. Employees of the Trust are not permitted to be members of the Finance, Audit & Risk Committee.

The Chair of the Trustees cannot Chair the Finance, Audit & Risk Sub-Committee.

The quorum for the Finance, Audit & Risk Committee is three and only members of the committees may vote at committee meetings. The chair of the committee will have a casting vote.

The Finance, Audit & Risk committee is responsible for providing assurance to the Trustees over the suitability of, and compliance with, its financial systems and operational controls. It ensures the adequacy and effectiveness of the Trust's systems of internal control, risk management, informing the statement of internal control of the Trust, and agreeing a programme of internal audit work, to provide assurance to the external audit process.

The committee has delegated responsibility from the Trustees for ensuring that there is a framework for accountability; for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the charitable Trust is complying with all aspects of the law, relevant regulations, and good practice.

The remit of the Finance, Audit & Risk committee is determined in the Terms of Reference, reviewed annually.

All members, trustees and staff are directed to co-operate with any request made by the Finance, Audit & Risk committee.

Education & Standards Committee

The Education & Standards Committee is responsible for monitoring and evaluating the performance of schools and the effectiveness and efficiency of the leadership and management. They hold leaders to account by reviewing and scrutinising the quality of the curriculum, attendance, behaviour, exclusion, SEND and safeguarding. A full remit of the committee is determined in the Terms of Reference document which is reviewed annually.

Local Governing Boards (LGBs)

The indicative composition of the LGBs will be:

Single school LGB

Governor category	Number	Term of office	Appointing body
Head of School/Headteacher	1	Ex-officio	N/A
General	Maximum of 5	4 years	Trustees
Parent	2	4 years	Parents by process of election
School Staff	2	4 years	School staff by process of election

Joint school LGB

Governor category	Number	Term of office	Appointing body
Head of School/Headteacher	2	Ex-officio	N/A
General	Maximum of 6	4 years	Trustees
Parent	2 (1 from each school)	4 years	Parents by process of election
School Staff	2 (1 from each school)	4 years	School staff by process of election

A Trustee may be appointed to attend meetings of the LGB. The CEO or Executive Headteacher may attend LGB meetings as ex-officio.

The suggested maximum size of the LGB will be 10 or 12 for joint LGBs (a larger number can be approved by the trust board on recommendation from the Chair of the LGB and/or the Headteacher/Head of School). A Chair and Vice-Chair will be appointed annually by the Trust, taking into account the recommendation of the LGB. All staff in the school will be eligible to stand as a Governor and participate in any subsequent ballot process.

All Governors on LGBs will be required to complete a skills audit which will enable the Trust to ensure that Governors have the necessary skills and experience to contribute to effective Governance.

The LGB will play a crucial role in both supporting and challenging the school/s, in particular the Senior Leadership Team. The ability of a LGB to fulfil this role is a vital component in demonstrating the effective leadership of the school/s and Governors must know that all pupils/students at the school/s are making progress at least at the rate that is expected of them.

The LGB will be supported and developed by the Trust to ensure that governance is effective. This is because we know that where governance is strong, standards of attainment are likely to be higher because pupils/students are well known and supported to be their best, the quality of teaching is a constant focus of attention, and the leadership of the school/s is held to account for the performance and well-being of the pupils/students.

The Trust is fully committed to the development of effective Governance through LGBs and will provide training to assist Governors in undertaking their role. In addition, and where appropriate additional Governors will be sought to add to the expertise of the LGB.

The LGB in conjunction with the Board of Trustees are responsible for:

- Acting always in accordance with the guidelines as agreed by the Board of Trustees.
- Holding a shared vision for the school/s, which is clear, understood and well communicated to staff, parents/carers, pupils, and students and reflects the fundamental values and objectives of the Trust.
- Providing high levels of professional challenge to hold senior leaders to account.
- Focusing on raising standards and promoting the personal development and well-being of all learners.
- Understanding the school's performance data and having an accurate overview of how all pupils are achieving in relation to their potential and other schools, as well as how different groups of pupils/students within the school/s are performing.
- Ensuring they have a good understanding of the barriers to learning, including attendance and behaviour issues and what the school is doing to overcome these.
- To act as the Pupil Discipline Committee for permanent exclusions and suspensions.

The Trustees are responsible for the performance of each school within the MAT. Therefore, on joining the Trust all existing Governors will be required to complete a skills audit and a governance review will be undertaken.

Where a school joins the MAT with an existing Interim Executive Board (IEB) this will continue as an Interim Academy Board (IAB). The Trustees and Executive Team will be responsible for determining the members of the IAB. A LGB will be formed at a time determined by the Trustees.

Where a school is deemed to be at risk of failing its pupils/students, the Trust Board will exercise the right to vary the matters delegated or reconstitute the LGB. They will be replaced by an IAB. The

Trustees and Executive Team will be responsible for determining the members of the IAB. A LGB will be established at a time determined by the Trustees.

All LGB members, individually and collectively as a board, must at all times adhere to the Trust's Governor Code of Conduct. If a governor falls short of this, or if trustees reasonably believe that a governor's conduct or presence is not in the best interests of the school or the Trust, then trustees will take appropriate action in line with the Code of Conduct. This includes removing an individual governor should the Trust Board deem it to be appropriate.

Day to day leadership and management of the Trust's operations.

Executive Team

- CEO
- CFO
- Director of Human Resources
- Executive Officer, Trust Services

The Executive Team has primary authority for the day to day management of the Trust's operations save for those matters which are reserved for the Members and Trustees.

The members of the Executive Team may from time to time invite additional staff to the meetings as required.

The Executive Team is the overall decision-making body for performance and delivery across the Trust, under delegated authority from the Trustees.

Line Management

Line management within the trust is as follows and holding decision-makers/those with delegated authority to account will be aligned with line management.

Level	Line Management
CEO	Chair/Trust Board
CFO	CEO
Executive Headteachers	CEO
Headteachers	CEO or Executive Headteacher
Heads of School	Executive Headteacher
LGBs and other committees	Trust Board

Appendix A: Strategy and Leadership

Delegated Duty	Delegated Authority	Scrutinise→Approve
Set vision, values and strategic direction of the trust	Trust board with recommendation from CEO	
Set financial strategy of the trust	Trust board as advised by the Executive Team	
Deliver vision, values and strategic direction of the trust	CEO and Executive Team and Headteachers/Heads of School and School Improvement Team	
Set vision, values and strategic direction of the school, in line with the trust's vision, values and strategic direction	LGB with recommendation from Headteacher/Head of School	CEO→Trust board
Deliver vision, values and strategic direction of the school, in line with the trust's vision, values and strategic direction	Headteacher/Head of School with support from CEO, Executive Team and School Improvement Team	CEO→Trust board
Monitoring and ensuring the school's uniqueness and distinctiveness	LGB and Headteacher/Head of School	CEO→Trust board
Monitoring the school's overall effectiveness	LGB and Headteacher/Head of School	CEO→Trust board
Quality of teaching	Headteacher/Head of School (with School Improvement Team where applicable)	CEO→Trust board
Establishing and maintaining strong community and local links	Headteacher/Head of School and LGB	CEO→Trust board

Approval of policies - list A	CEO or trust board with Executive Officer, Trust Services (when required)	
Approval of policies - list B	LGBs or Trust Board with Executive Officer, Trust Services	
Off-site direction (where a school requires a pupil to attend another education setting to improve their behaviour, in line with Academies' general powers outlined in relevant statutory guidance and articles of association)	Executive Headteacher/Headteacher/Head of School or CEO	

Appendix B: Curriculum

NB. The line management of the Headteachers/Heads of School sits with the Chief Executive Officer.		
Delegated Duty	Delegated Authority	Comment
Determination of curriculum architecture	Headteacher/Head of School with approval from CEO	
Timetabling	School Senior Leader for Curriculum with approval from Headteacher/Head of School	
Determination of curriculum content	As determined by CEO, authorised by CEO	
Determination of examination boards for qualification accreditation	Subject Leads (with approval from Headteacher/Head of School) and CEO where necessary	

Pedagogical choices	Heads of Department, Headteacher/Head of school and Trust Director of School Improvement where applicable	Support from School Improvement Team where applicable
Determination of Curriculum Led Financial Planning (CLFP) Parameters (Contact Ratio and Curriculum Bonus)	CEO and CFO	Schools will work within specific parameters as follows: <ul style="list-style-type: none"> ●Contact Ratio ≥ 0.79 ●Curriculum Bonus $\leq 8\%$ It is acknowledged that for new schools joining the Trust that there may be a legacy curriculum in place. The following parameters apply in this situation: <ul style="list-style-type: none"> ●Contact Ratio ≥ 0.77 ●Curriculum Bonus $\leq 10\%$
Approval of CLFP which falls outside of the determined parameters	CEO and CFO following recommendation from Headteacher/Head of School	Approval will be subject to sufficient school and Trust budget
Trust assessment windows/assessment points for all year groups	Director of School Improvement	
School day	Headteacher/Head of School and LGB with approval from CEO	
Term dates, including PDDs	CEO with Headteachers/Heads of School	

Appendix C: Levels of HR delegation

RECRUITMENT / APPOINTMENTS
<p>All appointment panels must contain at least one member who has undertaken Safer Recruitment Training The CEO may nominate an alternative representative if they are unavailable to make up a panel All applications will be processed through the HR function of the Trust.</p>

Recruitment	Delegated Authority	
Approval to recruit - teaching posts within CLFP parameters	Headteacher/Head of School	
Approval to recruit - teaching posts not within CLFP parameters	Headteacher/Head of School and CEO and CFO and Director of HR	
Approval to recruit - other posts (like for like replacement within CLFP parameters)	Headteacher/Head of School	
Approval to recruit - other posts (NOT like for like replacement)	Headteacher/Head of School and CEO and CFO and Director of HR	
Processing of all adverts and applications	Trust HR team	
Appointment	Appointed by	Signatory
CEO / CFO	Trust Board.	Chair of Trustees
Executive Headteacher	CEO and two others as determined by the CEO. Involvement of Trustee(s) in the process where possible.	CEO
Headteacher/Head of School	CEO and two others as determined by the CEO. Involvement of Trustee(s) / LGBs in the process where possible.	CEO
Directors of Curriculum Subjects (Trust wide)	CEO and two others as determined by the CEO.	CEO

Directors of central functions e.g. finance, HR	CEO and two others as determined by the CEO.	CEO
Deputy Head	CEO and Headteacher/Head of School and one other as determined by the CEO. Involvement of Trustee(s) / LGBs in the process where possible.	Headteacher/Head of School
Assistant Head, Associate Assistant Head and SLT Support Staff	At least one of: CEO or Headteacher/Head of School and 1/2 others as determined by the CEO. Involvement of LGBs in the process where possible.	Headteacher/Head of School
Head of Department / Faculty	Headteacher/Head of School and 2 others as determined by the Headteacher/Head of School. This should include the appropriate Director of Subject (if applicable).	Headteacher/Head of School
TLR Posts and all other teaching posts	Headteacher/Head of School and 2 others as determined by the Headteacher/Head of School. This should include the appropriate Director of Subject (if applicable).	Headteacher/Head of School
All school based Support Staff posts (other than SLT posts)	3 as determined by the Headteacher/Head of School.	Headteacher/Head of School
Central services support staff posts (other than Directors)	Relevant Director of service (e.g. Finance, HR) and 2 others as determined by the Director.	CEO

Levels of Delegation for decisions to take action under HR processes and to dismiss in relation to disciplinary/capability/ill health/redundancy cases or for some other substantial reason (SOSR)

Case Against	Investigation/Case Manager	Decision maker	Appeal
CEO, CFO, Director of HR	Independent	Chair of Trust Board	3 Trustees/Members
Headteacher/Head of School	Independent	CEO	3 Trustees/Members
Deputy Headteacher, Assistant Headteacher	Headteacher (not of the same school)	CEO	3 Trustees/Members
All teaching staff	Member of SLT as determined by CEO/headteacher/head of school	Headteacher/Head of School or CEO	3 from CEO (if not the decision-maker), trustees/members or as determined by the CEO.
All support staff (school based)	Member of SLT as determined by CEO/headteacher/head of school	Headteacher/Head of School or CEO or CFO	3 from CEO (if not the decision-maker), trustees/members or as determined by the CEO.
ELT Central Support	Senior manager as determined by relevant Director or CEO	CEO	3 Trustees/Members
Directors of Central Functions	Headteacher or Head of School	CEO	3 Trustees/Members
Flexible working decisions	N/A	Headteacher/Head of School/Trust Director of Service	Appeals to be heard by Executive Headteacher/CEO (or as delegated by CEO)

Levels of Delegation for Suspension

Case Against	Decision maker
All Trust staff	Director of HR in conjunction with Headteacher/Head of School or relevant Director of Service or CEO

Levels of Delegation for whistleblowing cases

Case Against	Handled by
CEO, CFO, Director of HR	Trust board
All other staff	CEO (or another member of the Executive Team as determined by CEO)

Decisions to undertake a Restructuring/Redundancy Process, Re-grading/New TLRs Re-designation, Settlement Agreements

	Decision maker	
Restructure	CEO and CFO and Director of HR	
Redundancy	CEO and CFO and Director of HR	
Re-grading/Re-designation/new TLRs Trust Salaries	CEO and CFO and Director of HR	
Acting up/Additional payments	CEO and CFO and Director of HR on recommendation from Headteacher/Head of School or relevant Director of Service	
New permanent posts	CEO and CFO and Director of HR	

New Temporary Posts	CEO and CFO and Director of HR	
Implementation of all nationally agreed revisions to pay and conditions	CFO and Director of HR and CEO with Trust Board approval	
Settlement Agreements up to and including £50000	CEO and CFO and Director of HR Board to be notified.	N/A
Settlement Agreements in excess of £50000	CEO and CFO and Director of HR and ESFA if appropriate. Board to be notified.	N/A
Flexible working decisions	Headteacher/Head of School/Trust Director of Service	Appeals to be heard by Executive Headteacher/CEO (or as delegated by CEO)

Delegation of Pay Decisions

Staff	Recommendation	Decision maker	Appeal
CEO	Chair of Trustees	Trust board	3 Trustees /Members
Main Pay Scale Teachers	Reviewer	Headteacher/Head of School	CEO
Progression to Upper Pay Range	Reviewer	Headteacher/Head of School	CEO
Movement through Upper Pay Range	Reviewer	Headteacher/Head of School	CEO
CFO, Director of HR	CEO	Trust board	3 Trustees or Members
Headteacher, Head of School.	CEO	Trust board	3 Trustees or Members

Deputy Headteacher/Assistant Headteacher	Headteacher/Head of School	CEO	3 Trustees or Members
--	----------------------------	-----	-----------------------

Performance management

Staff	Reviewer
CEO	Chair of Trust Board
Headteacher/Head of School	CEO
Deputy Head, Assistant Head	Headteacher/Head of School
All other teaching posts	In accordance with the list of agreed reviewers.
All other school support staff posts	In accordance with the list of agreed reviewers .
CFO, Director of HR	CEO
All other central trust posts	In accordance with the list of agreed reviewers.

Appendix D: Scheme of Financial Delegation

The centralised financial model has been developed to maximise efficiency and greater value for money through economy and effective management of resources providing complete transparency and accurate financial management throughout the trust. Central costs and professional services are managed by the Trust allowing individual schools to manage and control delegated funding to focus on key educational outcomes.

The Trust's financial handbook will determine financial policies, responsibilities and levels of authority which will reflect the nature/context of each school within the Trust. All matters in relation to capital, insurance, investments, leases, and land will be reserved for the Trust and any specific income generation or school specific grant funding will be invested in the education of the applicable school. Financial support will be delivered through business support partners who will directly support schools with the budget setting process, management accounts including long term strategic planning ensuring local school objectives are achievable.

Budget responsibility and setting process - all school and consolidated group accounts must be submitted to the Trust Board for ratification in time to meet ESFA deadlines. Indicative budgets must be in place by March each year. All budget information is to be provided using the Trust model template and will include a five-year medium-term plan reflecting future development aims and known revenue streams. The CFO and finance team will support school's during the budget setting process and will be ultimately responsible for the presentation of the consolidated group accounts to the Trust Board.

Delegated Duty	Delegated Authority	Comment
Consolidated Trust budget	Trust Board	
Funding model - set funding model across the trust and develop funding model for schools to secure financial health in the short and long term	CEO and CFO	
Central Services annual budget - formulating and setting the budget for MAT-level expenditure	CEO and CFO	

Central Services annual budget - monitoring expenditure and ensuring delivery	CEO and CFO	
School annual budgets - formulating and determining the proportion of the overall budget to be delegated to each school and to the MAT	CEO and CFO	
School annual budgets - formulating and determining expenditure within school's budget	Headteacher/Head of School and CFO and CEO	
Monitoring expenditure and ensuring delivery of individual school budget	Headteacher/Head of School and LGB and CFO (or as delegated)	
Financial reporting and KPIs	CFO	
Financial policies - establishing of policies	CFO	
Financial policies - compliance with the trust's financial and reporting requirements	CFO	
Approving annual accounts for submission to the trust board and members	CFO and CEO	
Corporate risk register	CFO	
School risk report	Headteacher/Head of School and LGB	

Delegated Duty	Delegated Authority	Comment
Admissions	Trust board	

Capital Programme	Trust board and Executive Team and Director of Estates.	Proposed capital projects need to be submitted by April each year by the Headteacher/Head of School.
Health and Safety	Director of Estates	It is the responsibility of the Trust to ensure that health and safety laws are adhered to and relevant certification is in place.
Safeguarding	Director of SEND & Safeguarding	
Other Income Generation	LGBs with Headteacher/Head of School	CFO to advise
Insurance	Trust board on recommendation from CFO	The Trust will use its purchasing power to ensure that all schools receive best value and value for money with their insurance, providing appropriate cover for all.
Investments	Trust board on recommendation from CFO	The Trust invests any surplus on behalf of each school in high interest accounts.
Service Level Agreements / Contracts	CEO and CFO	Signed by CEO or CFO.

FINANCIAL LEVELS OF AUTHORITY

Delegated Duty	Value	Delegated authority	Comment
Approving adverse variances compared to the most recent budget or forecast	Unlimited	CFO and CEO	

Ordering goods and services (including advertising of tenders and award of contracts)	Up to £499 – to be agreed dependant on size of school budget	Authorised Budget Holder	If within the approved budget level
	£500 to £1999 – to be agreed dependant on size of school budget	Primary SBM or Finance Manager or Secondary Finance Assistant	If within the approved budget level
	£2,000 to £4,999 – to be agreed dependant on size of school budget	Headteacher/head of school or Deputy headteacher or Secondary SBM and in all cases CFO	If within the approved budget level. Orders for £2,000 to £5,000 at least two written or verbal quotations are required Schools with significant budgeting pressure will be required to consult with the CFO for orders up to £5,000.
	£5,000 to £14,999 – to be agreed dependant on size of school budget	Headteacher and CFO	If within the approved budget level. Orders between £5,000 and £49,999, a minimum of three formal written quotations are required Schools will be required to consult with the CFO for orders over £5,000 prior to authorisation.
	£15,000 - £49,999	CEO and CFO	Orders between £5,000 and £49,999, a minimum of three formal quotations are required
	£50,000 - £213,476	CEO and CFO	Orders over £50,000 to be put out to tender in line with financial procedures.

	£213,477 and above	Trust Board	Recommendation from CEO, CFO. Contracts over £213,477 must use the Find a Tender Service (FTS) thresholds to follow a compliant process under the Public Contracts Regulations 2015 and subsequent legislation
	Authority to accept other than lowest quotation or tender	Approval required in accordance with the delegated authority set out above	CFO 'single supplier' authorisation required where 3 quotes cannot be obtained e.g. where there are not 3 viable alternative suppliers
Entering into lease arrangements	Any value	CFO and CEO and ESFA (where required)	As above authority limits, or as required by lease conditions
Entering into other commercial contracts	Any value	CFO and CEO and ESFA (when required)	As above authority limits, or as required by contract conditions
Purchases using Corporate Card		Named card holder and Headteacher or CEO or CFO	In line with purchasing authority limits
Capital projects Annual capital project schemes will require trust board approval.	Up to £213,476 (if a scheme agreed by Board)	Approval required in accordance with the delegated authority set out above	If within approved budget level <ul style="list-style-type: none"> ●Orders up to £4,999 at least two written or verbal quotations are required ●Orders over £5,000 and up to £49,999 require 3 formal written quotations ●Orders over £50,000 to be tendered ●Contracts over £213,477, the Find a Tender Service (FTS) thresholds to follow compliant process under the Public

			Contracts Regulations 2015 and subsequent legislation
	£213,477+ OR Outside annual capital project scheme	Trust board	Orders up to £4,999 at least two written or verbal quotations are required <ul style="list-style-type: none"> ●Orders over £5,000 and up to £49,999 require 3 formal written quotation ●Orders over £50,000 to be tendered ●Contracts over £213,477 the Find a Tender Service (FTS) thresholds to follow compliant process under the Public Contracts Regulations 2015 and subsequent legislation
Delegated Duty	Value	Delegated authority	Comment
Authorising monthly salary payments	Unlimited	CFO	
Delegated Duty	Value	Delegated authority	Comment
Signatures for Cheques or online payments		Two signatures in accordance with the bank mandate	
Delegated Duty	Value	Delegated authority	Comment
Signatories for grant claims and DfE Returns	Unlimited	CFO and CEO (Accounting officer)	Two signatories, or as required by DfE / ESFA
Delegated Duty	Value	Delegated authority	Comment

Disposal of assets	Up to £1,000	Finance Manager or SBM	
	£1,001 to £20,000	Headteacher/Head of School and CFO	CFO to report to Trust Board
	Over £20,000	Trust Board and CFO and CEO and DfE	DfE approval required for disposal of assets funded with more than £20,000 of DfE grant or transferred from the LA at nominal consideration, freehold land & buildings or heritage assets.
Delegated Duty	Value	Delegated authority	Comment
Write-off bad debts	Up to £1000	Headteacher/Head of School and CFO	
	Over £1,000	CEO and CFO and DfE approval (where required)	Report to Trust Board
Delegated Duty	Value	Delegated authority	Comment
Write-off overpayments to staff	Up to £1,000	Headteacher/Head of School and CFO	Report to Director of HR who reports of Trust Board
	Over £1,000	CEO and CFO and Director of HR and DfE approval	Reported to Trust Board
Delegated Duty	Value	Delegated authority	Comment
Purchase or sale of freehold property	Any	Trust Board and CEO and CFO and DfE approval	

Granting or taking up of any leasehold or tenancy agreement exceeding 3 years	Any	Trust Board and CEO and CFO and DfE approval if required	
Any guarantees, indemnities and letters of comfort entered into	Any	Trust Board and CEO and CFO and DfE approval if required	
Ex-gratia payments	Any	CEO and CFO and Director of HR and DfE approval if required	

All post holders will include 'Acting' or 'Associate' post holders. The position of Head of School will assume the same delegated authority within Trust policies, procedures and this scheme of delegation, as the position of Headteacher.