SWIFT ACADEMIES

Scheme of Delegation

Reviewed – July 2020

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1. The Intent of the Curriculum

We believe in the widest possible horizons for learning and aim to achieve the finest 3-16 education for all of our students.

The vision of SWIFT (Success, Will, Inspire, Future, Triumphs) Academies is that each child experiences excellence with care every day. The Trust is founded on deeply held principles that every child has the right to a first class education and in order to achieve this: **Swift Academies provide a broad, balanced and challenging curriculum that ignites pupils' love of learning and successfully unlocks the true potential of each individual.**

We **ACHIEVE** this by providing a curriculum which:

- Interests and motivates, both through its content and its range of teaching and learning styles
- Enables students to develop the knowledge, understanding and skills upon which they can build according to their interests and abilities
- Allows students to make progress at a challenging pace and which also provides for the development of special aptitudes
- In addition to fulfilling national requirements, will also meet the broader needs of our children in an ever-changing world
- The provision and maintenance of an environment in which ALL students can achieve success, and where all students are valued and respected and extend the same value to others
- The development of a concept of learning as a desirable, life-long and enjoyable process

2. Introduction

The Board of Trustees of SWIFT Academies 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 SWIFT Academies;
- ✓ reviewed annually by the Trustees.

The governance structure complies with the Academies Financial Handbook and the Articles of Association.

All members, Trustees and Local Governing Body 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 arsing 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 Local Governing Body Governors are encouraged to attend training regularly and review training needs annually. The Trust will arrange this training.

3. Effective governance

Members

SWIFT Academies is governed by non-executive Trustees constituted under a Memorandum of Association and Articles of Association. The members are responsible for:

- ✓ Approving the Articles of Association
- ✓ Appointment and removal of Trustees
- ✓ Securing the highest standards of accountability from Trustees for the provision of all pupils in the Multi Academy Trust (MAT)
- ✓ Ensuring the charitable company achieves its objectives, sign off the financial accounts and annual report

The Trust has five Members. The term of office is 4 years. A member counts towards the quorum by being present in either person or proxy. Two persons are entitled to vote upon the business to be transacted, each being a Member or a proxy of a Member shall constitute a quorum.

Trustees

The Trustees have delegated responsibility for 3 core strategic functions (strategic direction, holding the Head Teachers/Heads of School to account for educational performance and overseeing the financial performance and compliance of the academies).

Trustees are responsible for:

- ✓ Delivering the charitable objectives of the Trust.
- ✓ Strategically controlling the organisation and managing the charitable assets.

- ✓ Ensuring compliance with the Trust's duties under company law and charity law and agreements made with the DFE including the funding agreement.
- ✓ The determination and educational character and mission of the Trust.
- ✓ Ensuring the solvency of the Trust company and charity and safeguarding its assets and delivering its charitable outcomes.
- ✓ Ensuring the continued charitable status of the Trust.
- ✓ Setting key strategic objectives and targets and reviewing performance against these.
- ✓ Determining the Trust Development Plan and reviewing all Trust/Academy SEF/Action Plans.
- ✓ The approval and review of all statutory policies in accordance with Appendix B of the Scheme of Delegation.
- ✓ The approval and review of all non-statutory policies in accordance with Appendix B of the Scheme of Delegation.
- ✓ Ensuring that the year-end accounts are submitted to members for approval.
- ✓ 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.
- ✓ To authorise income and expenditure in line with the Scheme of Delegation.
- ✓ Considering and evaluating Trust and individual Academy performance against Trust performance and national performance indicators.
- ✓ Identifying and commissioning appropriate support and intervention strategies for individual Academies as required.
- ✓ Oversight of the effectiveness of the delivery of centrally provided services.
- ✓ As the legal employer of all staff, responsibility for human resource policies and procedures and terms and conditions of service;
- ✓ Responsibility for ensuring that processes for undertaking the performance management of staff are in place
- ✓ Oversight of public relations activities to promote the activities of the Trust and the Academies to the wider community
- ✓ Appoint the clerk to Board of Trustees and any Committees of the Board of Trustees, including to the LGB (in consultation with the LGB).
- ✓ Appoint/commission the appointment of the Company Secretary.
- ✓ Ensuring that appropriate policies are in place to enable the health, safety and welfare of all staff, pupils and visitors to Trust premises and Trust activities.
- ✓ Requiring LGBs to provide the Board of Trustees with termly performance reports to support the Trust's monitoring and evaluation of each academy.
- ✓ Monitoring the performance of the LGB and to categorise the performance of each academy to determine the extent of delegation and the level of support required for school improvement.
- ✓ Monitoring the work of the LGB and if necessary review/withdraw/reduce/increase the scope of delegated powers including the appointment of a Local Advisory Board.
- ✓ Ensuring that the Board of Trustees and LGBs regularly review their effectiveness.
- ✓ Ensuring skills audit are periodically undertaken by Trustees and all LGB Governors.
- ✓ Managing a corporate risk register for the Trust.
- ✓ Undertaking any hearings at the appropriate stage in relation to Exclusions
- ✓ Undertaking hearings of complaints at the appropriate stage
- ✓ The appointment or dismissal of the Chief Executive Officer (CEO), Head Teacher's/Heads of School's and Chief Finance Officer (CFO). In the case of Head Teacher's/Heads of School, representatives of the Local Governing Body (LGB) may be involved.

- ✓ Intervening as appropriate in any Academy at risk of underperformance.
- ✓ Determination of the establishment, constitution, membership, proceedings and delegated powers and functions of the Local Governing Body and committees and their annual review and revision.

The Trust has a maximum of nine Trustees with a range of responsibilities including the CEO. 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. Co-opted Local Governing Body Governors maybe required on occasion and if this is the case their period of office will be determined by the Trustees. The CFO of the Trust will usually attend as a non-voting member; other senior staff may be invited when required.

The following items will be included as standard on the agendas of all meetings of the Trustees:

- ✓ Safeguarding & SEND (including SEMH) – nominated Trustee
- ✓ Health and Safety
- ✓ Standards and Progress
- ✓ Behaviour and Attendance
- ✓ School Reviews
- ✓ Finance
- ✓ Trust Development Plan
- ✓ Scheme of Delegation

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 of the Trust and LGB 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 Board of Trustees delegates all functions of the Board that can be delegated to the Chair of the Board of the Trustees and in his/her absence, the Vice Chair of the Board of the Trustees where a delay in exercising the function would be likely to be seriously detrimental to the interests of:-

1. An academy in the Trust
2. And pupil(s) at an academy in the Trust, or their parent; or
3. A person who works at an academy in the Trust

If any delegated functions are exercised the Chair or Vice Chair will report to the Board of Trustees at the next meeting of the Board, or appropriate committee if that function has been delegated to a committee

The Chair of the Trustees will be elected at the first meeting of the academic year and must be ratified by members prior to taking up the position. Chairs of each committee will be elected at the first meeting of the academic year and will meet at least three times a year.

Committees

The Trust will have two Committees and the membership of the Committees will be reviewed and agreed by the Trustees.

No employee of the Trust may be a member of the Finance and Resources Committee and/or the Standards Committee.

The quorum for each of the committees is three and only members of the committees may vote at committee meetings. The Chair of each committee will have a casting vote.

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

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

Committee membership and terms of reference

1. **Finance & Resources Committee**

- ✓ Trustee 1
- ✓ Trustee 2
- ✓ Trustee 3
- ✓ Trustee 4
- ✓ Trustee 5

The Finance & Resources Committee is responsible for providing assurance to the Trustees over the suitability of, and compliance with, its financial systems and operational controls. Ensuring 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 Finance & Resources Committee is authorised to:

- set the overall Trust budget and approve Academy budgets, ensuring financial viability of individual Academies and the overall Trust
- ensure the Trust and the Academies comply with their legal obligations, all EFSA policy and procedures, and requirements for financial reporting of academies
- ensure all financial accounting processes and procedures are robust and adhered to, that the accounts are properly audited and that the scheme of delegation is in place, adhered to and kept under review
- agree and monitor the central Trust costs and recharging arrangements to individual academies
- determine the Trust's reserves/contingency policy
- ensure appropriate insurance or risk cover is put in place
- monitor and oversee the implementation of any Academy financial action plans
- approve site and asset management strategies
- oversee any significant capital expenditure and building projects
- approve funding applications
- develop and implement a risk management strategy, commissioning internal audit work as appropriate
- review and recommend workforce remodelling whilst seeking and ensuring cross-academy collaborations for efficiency and effectiveness
- obtain appropriate external legal and other professional advice to fulfil its responsibility to the Trustees
- appointment of the Internal and External Auditors for the Trust;
- appointing bankers and agreeing banking arrangements and signatories;

The CFO or their representative will attend all Finance & Resources Committee meetings as an adviser.

The external auditors may request a meeting of the committee at any time.

2. Standards Committee

✓ Trustee 1
✓ Trustee 2

- ✓ Trustee 3
- ✓ Trustee 4
- ✓ Trustee 5

The Standards Committee is authorised to:

- determine curriculum priorities
- set expectations through performance benchmarks and key performance indicators for educational standards; regularly monitoring progress and providing challenge, support or determining levels of intervention
- ensure regular analysis and reporting of a wide range of progress data takes place across the Trust and that any mitigating actions are implemented with pace
- monitor and oversee the implementation of Academy SEF/Action Plans focussing on school improvement
- review effectiveness of management structure
- review and recommend workforce remodelling whilst seeking and ensuring cross-academy collaborations for efficiency and effectiveness
- encourage LGBs to conduct self-assessment and performance review
- review and determine the Admission Policy of each Academy within the Trust
- ensure that the achievement of standards, delegated to LGBs, is planned, resourced, tracked and continuously improved, with outcomes reported, within agreed frameworks, to the MAT Trustees.
- establish, monitor and review statutory policies and procedures as per the Scheme of Delegation

The membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the LGBs) a majority of members of any such committee shall be Trustees. Except in the case of the LGB, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of the member's present are Trustees.

Executive Leadership Team

- ✓ CEO
- ✓ CFO
- ✓ Trust Business Manager (TBM)
- ✓ Trust ICT Manager
- ✓ Head Teacher/Head of School - Academy 1
- ✓ Head Teacher/Head of School - Academy 2
- ✓ Head Teacher/ Head of School - Academy 3
- ✓ Head Teacher/ Head of School - Academy 4
- ✓ Head Teacher/ Head of School - Academy 5

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

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

Delegation of Responsibilities to the Chief Executive Officer

The LGB acknowledge that the following responsibilities have been delegated to the Chief Executive Officer:

1. Implementing the agreed policies and procedures laid down by the Trust this includes the implementation of all statutory regulations, provisions within the Education Acts and compliance with the Master Funding Agreements.
2. Advising the Trust on strategic direction, forward planning and quality assurance.
3. The leadership and management of the Academy Trust, and line management of all Head Teacher's/Heads of School including advising Board members on setting appraisal targets and performance against appraisal targets;
4. As Accounting Officer for the Trust, overall accountability and management of the Trust budget, and oversight of the individual Academy's budget.
5. In exceptional circumstances and only in consultation with the Chair of Trustees, the Chief Executive Officer may waive the requirements of the Trust Finance Policy. These decisions will be formally recorded and reported to Trustees at the next meeting of the Finance & Resources Committee or the Full Board.
6. To enter into Settlement Agreements following Human Resource advice and authorisation by the Chair of the Board of Trustees.
7. Act as statutory Head Teacher with regard to those functions which cannot be delegated to Head of School.
8. All such additional functions, where appropriate, may be assigned under the job description or contract of employment.

Delegation of Responsibilities to the Head Teacher/Head of School

The LGB Board acknowledge that the following responsibilities have been delegated to the Head Teacher/Head of School:

1. Implementing the agreed policies and procedures laid down by the Trust and the LGB this includes the implementation of all statutory regulations provisions within the Education Acts and compliance with the Master and Supplemental Funding Agreement.
2. Advising the LGB on strategic direction, forward planning and quality assurance.
3. The leadership and management of the Academy.
4. Managing the delegated budget and resources agreed by the LGB.

5. The maintenance of good order and discipline and promoting the Academy's ethos and values within the framework laid down by the LGB.
6. All such additional functions as may be assigned under the job description or contract of employment.

Chairs/Vice Chairs of LGB Forum

The Chairs/Vice-Chairs of the LGB will be elected (whenever possible) at the first meeting of the academic year and must be ratified by the Board of Trustees prior to taking up the position.

Issues identified at the LGB will feed into the Board of Trustees.

The Chairs/Vice Chairs of the LGB Forum allows representatives to feedback information from each LGB, ensure commonality of reporting to Committees and to identify shared issues.

Members of the Executive Leadership Team may attend these meetings.

Local Governing Body's (LGBs)

The Trustees are responsible for the performance of each Academy within the MAT; however, a range of responsibilities may be delegated to the LGBs. The levels of delegation will be based upon the principle of "earned autonomy" and decided by the Trustees and the Executive Board and will be dependent upon the strength and capacity of the Academy.

The strength and capacity of each Academy will be reviewed at least annually and will be based on a combination of their most recent Ofsted grade and the internal review grade of the MAT. Please see table below: -

Model of Earned Autonomy	
MAT & OFSTED Grade combined - 1 to 4	Green
MAT & OFSTED Grade combined - 5	Amber
MAT & OFSTED Grade combined - 6 to 8	Red

Where an Academy joins the MAT with grade 1 to 4 from Ofsted/MAT review and with no areas of weakness, then the LGB will have additional delegated responsibilities except for finance, although they will be invited to work in partnership with the Trustees and the Finance Team in planning the Academy budget.

Where an Academy joins the MAT with grade 5 from Ofsted/MAT review which has confirmed there are some areas of significant weakness, the LGB will have some delegated responsibilities along with a clear remit to provide support to the Head Teacher/Head of School. All Local Governing Body Governors of such an Academy will re-apply to continue as Local Governing Body Governors within twelve months of joining.

Where an Academy joins the MAT with grade 7/8 from Ofsted/MAT review, the existing Governing Body will be replaced by a Local Advisory Board (LAB) if appropriate. The Trustees and Executive Board will be responsible for determining the members of the LAB and in some instances, where their skills will add to capacity may include some members of the existing Governing Body.

Where an Academy is deemed to be at risk of failing its pupils/students, the Trust will exercise the right to reconstitute the LGB and appoint the majority of its members to ensure that the identified weaknesses can be effectively addressed; this may include the implementation of a LAB.

The composition of the LGBs will be:

Governor Category	Number	Term of Office	Appointing Body
Head Teacher/Head of School	1	Ex-officio	N/A
General	Maximum of 5	4 years	Trustees and Executive Board
Parent	2	4 years	Parents by process of election
Teaching Staff	2	4 years	Teachers by process of election
Support Staff	1	4 years	Support Staff by process of election
Representative from the Executive Leadership Team	1	Ex-officio	Appointed by the Executive Leadership Team

A member of the Trust may be appointed to attend meetings of the LGB.

The maximum size of the LGB will be 12 and a Chair and Vice-Chair will be elected annually at the first meeting of the academic year. In an Academy where there are less than 150 pupils/students then only one staff Governor will be appointed. All staff in the Academy will be eligible to stand as a Governor and participate in any subsequent ballot process.

The LGB has a maximum of twelve Governors with a range of responsibilities; the quorum for meetings of the Governors will be three voting Governors and the term of office for all Governors will be four years.

All Governors on LGBs will be required to complete a skills audit which will enable the Trust to ensure that Local Governing Body 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 Academy in particular the Senior Leadership Team. The ability of a LGB to fulfil this role are a vital component in demonstrating the effective leadership of the Academy, and Local Governing Body. Governors must know that all pupils/students at the Academy 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 judged to be at least good by Ofsted; 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 Academy is held to account for the performance and well-being of the pupils/students.

All Governors on the LGB (with the exception of Head Teacher/Head of School and the Chief Executive Officer) will perform one or more of the following roles:

- Chair
- Vice-Chair
- Premises/Health & Safety Board Governor
- Safeguarding & Welfare Governor
- LAC Governor
- SEN (including SEMH) Governor
- Finance Governor
- Values, Community & Equality Governor
- E-Safety Governor
- Careers & Transition Governor
- NQT Governor
- Standards (Teaching, Learning, Curriculum & Progress) Governor

In addition to these specified roles LGB's may also link board members to defined subjects, departments, curriculum areas and Key Stages.

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

For Academies joining the MAT discussions will be held with the existing Governing Body on the right membership, size and structure for the new LGB using the model structure in this scheme of delegation.
The LGB in conjunction with the Board of Trustees are responsible for the following areas as aligned with the Competency Framework for Governance (DfE):

Strategic Leadership

- ✓ Setting the strategic direction of the Academy and have a central and significant role in its leadership
- ✓ Hold a shared vision for the Academy which is clear, understood and well communicated to staff, parents/carers and students and reflects the fundamental values and objectives of the Trust
- ✓ Engaging effectively with parents/carers, pupils, students, and staff and are well informed about their views and use this to inform strategic priorities for development planning.
- ✓ Ensuring that Academy targets are both achievable and sufficiently challenging to lead to sustainable improvement.

Accountability

- ✓ Having a clear understanding of the strengths and strategic priorities for the Academy and ensure that an appropriate plan is in place and implemented effectively.
- ✓ Ensuring that all statutory requirements including those set out within the Scheme of Delegation and Funding Agreement are met and that all Trust policies are implemented through well-developed procedures.
- ✓ Implementing all HR policies and procedures as determined by Trustees.
- ✓ Ensuring the health, safety and well-being of staff, students and visitors and ensure that adequate resources are allocated to provide a safe environment.
- ✓ 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 Academy'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 Academy are performing.
- ✓ Ensuring they have a good understanding of the barriers to learning, including attendance and behaviour issues and what the Academy is doing to overcome these.
- ✓ Ensuring that the self-evaluation form is updated annually and that the Academy Action Plan/SEF accurately reflects improvement priorities.
- ✓ Regularly reviewing and approving the curriculum for the Academy, including the allocation of resources.
- ✓ Working with the Trust to effectively manage the budget to ensure value for money and referring all capital expenditure projects to the Trust as appropriate.
- ✓ Giving an undertaking to attend meetings, to develop specialisms and to ensure that they know the school through regular visits.
- ✓ Undertaking any hearings at the appropriate stage in relation to Exclusions
- ✓ Undertaking hearings of complaints at the appropriate stage
- ✓ Determining the in-year admission of pupils at the appropriate stage.

People and Structures

- ✓ Acting always in accordance with the guidelines as agreed by the Board of Trustees.
- ✓ Seeking the approval of the Trust to establish Committees where desired. Where a LGB wishes to establish Committees/working groups then these shall not commence meeting until such a time the membership and terms of reference are agreed.
- ✓ In the event of a need to make genuinely urgent decisions between meetings, the Chair in consultation with the Head Teacher/Head of School and/or where appropriate the Chief Executive Officer will take appropriate action on behalf of the LGB.
- ✓ Decisions are made by majority of votes and the Chair has a casting vote.

Compliance

- ✓ Ensuring that all statutory requirements and responsibilities are met and that appropriate procedures are in place to ensure the health, safety and well-being of pupils, staff, and visitors.

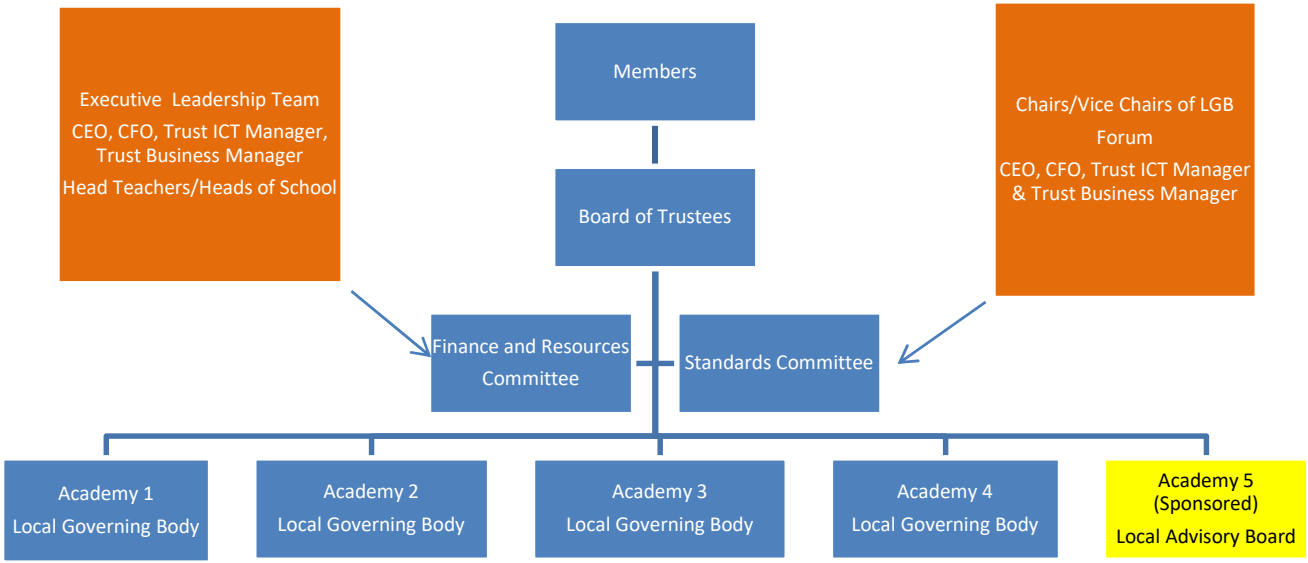
Code of Conduct

- ✓ Trustees and Governors must all sign their respective Code of Conduct documents annually; if we believe this code has been breached, the issue will be raised with the Chair (of the respective body of LGB or Trustees) and the Chair will investigate; should it be the Chair that we believe has breached this code, another Trustee or LGB member, such as the Vice Chair will investigate.
- ✓ The Chair (or the Vice-Chair in the case of a breach by the Chair) is able to suspend someone from the Trustees or LGB for a fixed period of time up to six months at a time, for example for acting in a way that is contrary to the Trust's ethos and for bringing or being likely to bring the organisation, the Trustees, the LGB or their role into disrepute.
- ✓ The CEO has delegated power to suspend a Trustee or Governor in extraordinary circumstances where not to do so would expose the Trust to disrepute
- ✓ Any suspension will be reported to Trustees at the next Board of Trustees meeting following the suspension.
- ✓ The Trustees or LGB will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways;

Evaluation

- ✓ Evaluating the impact of the LGB's decisions on student outcomes.

Appendix A: Leadership & Governance Structure



Review

This Scheme of Delegation shall operate from the Effective Date; the Trustees will have the absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provisions of it.

Appendix B: Levels of Delegation

APPOINTMENTS	
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.	
Appointment	**Appointed by**
CEO	Board of Trustees (selection panel).
Head Teacher/Head of School	Board of Trustees (selection panel) with advisors from LGB and CEO.
Executive Leadership Team Posts, e.g. CFO, Trust Business Manager, Trust ICT Manager, Directors of Curriculum Subjects etc.	Board of Trustees (selection panel), CEO along with specialist advisors as appropriate from Executive Leadership Team
Deputy Head Teachers	Board of Trustees (selection panel), CEO, Head Teacher/Head of School and representatives from LGB as deemed appropriate by the Trust Board.
Assistant Head Teachers and SLT Support Staff *	CEO, Head Teacher/Head of School and 1 other as determined by the Head Teacher/Head of School for MAT & OFSTED Grade combined - 1 to 4 schools Additional panel members to be appointed by CEO for MAT & OFSTED Grade combined - 5 and 6 to 8 schools.
Head of Department / Faculty *	Head Teacher/Head of School, appropriate Director of Subject (if applicable) and 1 other as determined by the Head Teacher/Head of School. Schools with MAT & OFSTED Grade combined - 5 and 6 to 8 will be supported by a Director &/or CEO designated member of staff as appropriate.
TLR Posts and all other teaching posts *	Head Teacher/Head of School (or nominated representative), Director of Subject (if applicable) and Head of Department/Leadership Team representative. Schools with MAT & OFSTED Grade combined - 5 and 6 to 8 will be supported by a Director &/or CEO designated member of staff as appropriate.
All Support Staff posts (other than SLT posts) *	Determined by Head Teacher/Head of School. Schools with MAT & OFSTED Grade combined - 5 and 6 to 8 will be supported by a Director &/or CEO designated member of staff as appropriate.

** Representatives from LGB to form the rest of panels as appropriate*

Levels of Delegation for Disciplinary, Grievance, Capability, Ill Health Absence

Case Against	Investigation	Decision maker	Appeal
CEO	Chair of Trustees/Independent Person	Panel of 3 Trustees	Panel of 3 or more Trustees
Head Teacher, Head of School	CEO	Panel of 3 Trustees	Panel of 3 or more Trustees
Deputy Head Teacher, Assistant Head Teacher	Head Teacher/Head of School	CEO	Panel of 3 Trustees
Executive Leadership Team Posts, e.g. CFO, TBM, Trust ICT Manager, Directors of Curriculum Subjects etc.	CEO	Panel of 3 Trustees	Panel of 3 or more Trustees
All teaching staff	Deputy Head Teacher/Assistant Head Teacher	Head Teacher, Head of School	CEO or Panel of 3 Trustees
All support staff	Deputy Head Teacher/Assistant Head Teacher	Head Teacher/Head of School	CEO or Panel of 3 Trustees

Restructure, Redundancy Process, Re-grading, Re-designation, Compromise Agreements

	Recommendation	Decision maker	Appeal
Restructure	Head Teacher/Head of School	CEO	Panel of 3 Trustees
Redundancy	Head Teacher/Head of School	CEO	Panel of 3 Trustees
Re-grading/Re-designation Central Trust Salaries above £55,000 Academy Posts above £55,000	Head Teacher/Head of School	CEO/Panel of 3 Trustees	Panel of 3 Trustees
New permanent posts with salary above £55,000	Head Teacher/Head of School	CEO and Chair of Trust Board	N/A
New permanent posts with salary between £20,000 and £55,000	Head Teacher/Head of School	CEO	N/A
New Permanent Posts with salary below £20,000	Head Teacher/Head of School	CEO	N/A
New Temporary Posts for up to one year	Head Teacher/Head of School	CEO	
Revisions to Pay and Conditions	CEO	Board of Trustees	N/A
Settlement Agreements up to and including the limit set down in the Academies Financial Handbook	Head Teacher/Head of School	CEO and Chair of the Trust Board	N/A
Settlement Agreements in excess of £50,000 (non-contractual amount)	CEO	Chair of Trust Board including where applicable EFA and HM Treasury approval	N/A

Delegation of Performance Related Pay Decisions

Staff	Recommendation	Decision maker	Appeal
CEO	Chair of Trust Board plus external HR advisor & Educational Development Partner	Panel of 3 Board or more Trustees	Panel with the same number of Trustees as convened for the original decision
Head Teacher/Head of School	CEO plus external HR advisor & Educational Development Partner	Panel of 3 Board or more Trustees	Panel with the same number of Trustees as convened for the original decision
Leadership Pay Scale	CEO & Head Teacher/Head of School	Panel of 3 Board or more Trustees	Panel with the same number of Trustees as convened for the original decision
Main Pay Scale Teachers	Appraisal Reviewer	Head Teacher/Head of School	CEO
Progression to Upper Pay Range	Head Teacher/Head of School	CEO	Panel of 3 or more Trustees
Movement through Upper Pay Range	Appraisal Reviewer	Head Teacher/Head of School	CEO

Performance Management

Staff	Reviewer
CEO	Panel of 3 Board or more Trustees with External Adviser
Head Teacher, Head of School	CEO, Panel of 3 Board or more Trustees with External Adviser
Deputy Head Teacher, Assistant Head Teacher, Leadership Pay Scale	Head Teacher/Head of School or CEO
All other teaching posts	In accordance with the list of agreed reviewers approved by the CEO
Executive Leadership Team Posts e.g. CFO, TBM, Trust ICT, Manager, Directors of Curriculum Subjects etc	CEO

Policies

System/Policy	Development & Review	Approval
Development and review of Statutory Policies	ELT	As identified below in Green
Development and review of Non-Statutory Policies	Head Teacher/Head of School & LGB	ELT

Policy	Local-authority-maintained schools	Academies	Review cycle	Approval level
Admission arrangements	Yes	Yes	Annually	Governing body, local authority, academy trust
Charging and remissions	Yes	Yes	Recommended annually	Governing body, individual governor or Head Teacher/Head of School
Data protection	Yes	Yes	Recommended annually	Governing body individual governor or Head Teacher/Head of School (Trust Policy – Standards Committee)
Protection of biometric information of children in schools and colleges	Yes	Yes	Recommended annually	Governing body (Trust Policy – Standards Committee)
Register of pupils' admission to school and attendance	Yes	Yes	Live document	Governing body, individual governor or Head Teacher/Head of School
School information published on a website	Yes	Yes	Live document	Governing body, individual governor or Head Teacher/Head of School
School complaints	Yes	Yes	Recommended annually	Governing body, individual governor or Head Teacher/Head of School (Trust Policy – Standards Committee)
Capability of staff	Yes	Yes	Recommended annually	Governing body or an individual governor (Trust Policy – Standards Committee)

Policy	Local-authority-maintained schools	Academies	Review cycle	Approval level
Newly qualified teachers (NQTs)	Yes	Yes	Recommended annually	Governing body
Staff discipline, conduct and grievance (procedures for addressing)	Yes	Yes	Recommended annually	Governing body, individual governor or Head Teacher/Head of School (Trust Policy – Standards Committee)
Single central record of recruitment and vetting checks	Yes	Yes	Live document	Governing body, individual governor or Head Teacher/Head of School
Statement of procedures for dealing with allegations of abuse against staff	Yes	Yes	Recommended annually	Governing body, individual governor or Head Teacher/Head of School
Teachers' pay	Yes	No	Annually	Governing body or local authorities (Trust Policy – Board of Directors)
Accessibility plan	Yes	Yes	Every 3 years	Governing body, individual governor or Head Teacher/Head of School
Child protection policy and procedures	Yes	Yes	Annually	Governing body or proprietor
Children with health needs who cannot attend school	Yes	Yes	Recommended annually	Governing body

Policy	Local-authority-maintained schools	Academies	Review cycle	Approval level
Designated teacher for looked-after and previously looked-after children	Yes	Yes	Recommended annually	Governing body
Early years foundation stage (EYFS)	Yes	Yes	Varies	Governing body can delegate
Special educational needs and disability	Yes	Yes	Annually	Governing body or proprietor
Supporting pupils with medical conditions	Yes	Yes	Recommended annually	Governing body
Sex and relationships education	Yes	No	Recommended annually	Governing body, individual governor or Head Teacher/Head of School
Behaviour in schools	Yes	Yes	Recommended annually	Head Teacher/Head of School
Behaviour principles written statement	Yes	No	Recommended annually	Governing body
School exclusion	Yes	Yes	Recommended annually	Governing body, individual governor or Head Teacher/Head of School
Health and safety	Yes	Yes	Annually	Employer
First aid in schools	Yes	Yes	Recommended annually	Employer

Policy	Local-authority-maintained schools	Academies	Review cycle	Approval level
Premises management documents	Yes	Yes	Recommended annually	Governing body, individual governor or Head Teacher/Head of School
Equality information and objectives (public sector equality duty) statement for publication	Yes	Yes	Every 4 years	Governing body, individual governor or Head Teacher/Head of School (Trust Policy – Board of Directors)
Governors' allowances (schemes for paying)	Yes	No	Recommended annually	Governing body, individual governor or Head Teacher/Head of School – N/A
Instrument of government	Yes	No	Recommended annually	Governing body – N/A
Register of business interests of headteachers and governors	Yes	Yes	Live document	Governing body can delegate approval subject to the local authority scheme
Careers guidance: details of your careers programme and a provider access statement	Yes	Yes	Recommended annually	Governing body

Appendix C: Scheme of Financial Delegation

FINANCE

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 Academies 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/academy 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 Academy and consolidated group accounts must be submitted to the Board of Trustees for approval by 30 June each year. 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 Trust CFO and finance team will support LGB's during the budget setting process and will be ultimately responsible for the presentation of the consolidated group accounts to the Board of Trustees.

Delegated Duty	Delegated Authority	Comment
Capital Programme	Board of Trustees	Proposed capital projects require approval from the CEO, CFO and LGB

Delegated Duty	Delegated Authority	Comment
Income Generation	LGB	Any income generated belongs to each individual Academy for them to invest in the future learning of the students.
Insurance	Board of Trustees	Board of Trustees will use its purchasing power to ensure that all Academies receive best value and value for money with their insurance, providing appropriate cover for all.
Investments	Board of Trustees	Board of Trustees will invest any surplus cash on behalf of each Academy in high interest accounts. All interest generated from such investments reverts back to the individual Academy reserve. In line with the Academies Financial Handbook, the Board will always ensure the security of und takes precedence over revenue maximization.
Contracts	Trust – Director of Finance, Board of Trustees	Depending on the context of each Academy, each Academy may have different contracts in place, however consideration will be given to total contract spend across the Trust where appropriate. The Board of Trustees may procure contracts on behalf of all academies as part of a best value review, where appropriate.

FINANCIAL LEVELS OF AUTHORITY

Delegated Duty	Value	Delegated authority	Comment
Purchasing goods and services (including advertising of tenders and award of contracts)	Up to £10,000 – to be agreed dependent on size of school budget	Authorised Budget Holder All schools within the Trust are required to seek signed approval from the CFO for any orders, SLA's or contracts over £2,000.	If within approved budget level Orders up to £10,000 at least a single written quotation is required.
	£10,001 - £40,000	Any two signatories from Head Teacher/Head of School plus one of CFO, TBM and CEO	If within approved budget level. Orders over £10,001 and up to £40,000 require a minimum of 3 written quotations Orders over £40,001 to be put out to tender

Delegated Duty	Value	Delegated authority	Comment
Purchasing goods and services (including advertising of tenders and award of contracts)	£40,000 - £100,000	Finance and Resources Committee advised by the CEO and CFO	If within approved budget level Orders over £40,000 to be put out to tender
	£100,000 and above	Board of Trustees (2 signatures), advised by the CEO and CFO	If within approved budget level Contracts over EU thresholds for the time being (for guidance refer to www.ojec.com/Threshholds.aspx):to follow a compliant process under the Public Contracts Regulations 2006 and subsequent legislation.

Delegated Duty	Value	Delegated authority	Comment
Authorising monthly salary payments	Unlimited	Head Teacher/Head of School, CFO (or designated academy finance representative)	Report to CEO any anomalies
Delegated Duty	**Value**	**Delegated authority**	**Comment**
Signatures for Cheques, Contracts & SLA's Online banking/BACS authorisation	Up to £10,000 Above £10,001 Up to £10,000 Above £10,001	Any two signatories in line with the Bank Mandate As above plus one of CEO, CFO & TBM One authorised signature As above plus one of CEO, CFO & TBM	
Delegated Duty	**Value**	**Delegated authority**	**Comment**
Signatories for grant claims/DfE Returns	Unlimited	The CFO and one of the following: Chair of Board of Trustees CEO Head Teacher/Head of School	Two signatories, or as required by DfE / EFA

Delegated Duty	Value	Delegated authority	Comment
Virement of budget provision between budget heads	Within department	CFO & Head Teacher/Head of School or CEO if virement from Trust	All virements to be reported in monthly Management Accounts, LGB and Board meetings.
	Up to £50,000	Head Teacher/Head of School & CFO	Reported to LGB
	Over £50,000	Finance and Resources Committee	Reported to LGB and Board of Trustees
Delegated Duty	**Value**	**Delegated authority**	**Comment**
Disposal of assets – other than heritage assets, freehold land and buildings	Up to £20,000	Head Teacher/Head of School & CFO	CFO to report to Trust Board
	Over £20,000	Board of Trustees	Advise EFA as appropriate
Delegated Duty	**Value**	**Delegated authority**	**Comment**
Write-off bad debts	Up to £1000	Head Teacher/Head of School & CFO	Report to LGB and CEO
	Over £1,000 and up to Academies Financial Handbook Delegated limits. Over AFH delegated limits	Board of Trustees & CFO plus DfE approval within AFH limits EFA prior approval needed	Report to Board of Trustees
Delegated Duty	**Value**	**Delegated authority**	**Comment**
Write-off overpayments to staff	Up to £1,000	Head Teacher/Head of School & CFO	Report to CEO; who reports to the Board of Trustees
	Over £1,000	Finance & Resources Committee	Reported to Board of Trustees

Delegated Duty	Value	Delegated authority	Comment
Purchase or sale of freehold land or buildings	Any	Board of Trustees, CEO & CFO plus prior DfE approval required	

Taking up of any leasehold or tenancy agreement exceeding 7 years Granting any leasehold interest or tenancy	Any	Board of Trustees, CEO & CFO plus DfE approval required	
Any guarantees, indemnities and letters of comfort entered into	Any	Board of Trustees, CEO & CFO plus prior DfE approval required	
Ex-gratia payments or novel or contentious payment	Any	Head Teacher/Head of School , CEO & Director of Finance plus prior DfE approval required	