



**Advantage Schools
Scheme of Delegation
for the Trust, CEO, Local Governing Boards, Central
Executive Team and Principals**

Responsible Director	Mark McCourt
Ratified by Board	V3 December 2023
School Names:	Bedford Free School Elstow School Houstone School Queen's Park Academy

1. DEFINITIONS

The terms listed below shall have the following meanings in this document:

Term	Meaning
Articles	The Articles of Association of the Trust as adopted or amended from time to time.
Board	All of the Trustees who collectively are responsible for the of running of the Trust.
CET	The Central Executive Team. The CEO, Chief Financial Officer, Chief Operating Officer, Director of Education. The Central Team also includes Principals and all those appointed to a central function of the Trust.
Commercial Activities	All commercial activities carried out by a School which can be regarded as core educational activities (which include but are not limited to nursery provision, lettings, breakfast and after school clubs, provision of school meals and other trading activities). The Board will decide what constitutes Commercial Activities for a School.
Delegated Functions	The powers of the Trust set out in articles 5(b), (d), (f), (h), (i), (j), (k), (p) and (r) of the Articles that are delegated to an LGB of a School from time to time by the Board in accordance with clause 6 and for the avoidance of doubt, the Delegated Functions include all powers of the Trust relating to all Commercial Activities.
Directors	The directors of the Trust appointed in accordance with the Articles(also known as Trustees).
CEO	The Chief Executive Officer. The individual who is appointed by the Board to lead the Trust and the CET.
LGB	A local governing board of a School.
Members	The Members of the Trust who ultimately oversee the Trust in accordance with the Articles.
Principal	A Principal or Head Teacher of a School or Schools.
Reserved Matters	Matters that are the responsibility of the Directors in so far as the business of each School is concerned that may relate to policy and procedures that shall not be Delegated Functions.
School	A School within the Trust, also known as an academy.
Trust	Advantage Schools.
Trustees	The Directors who are also Trustees of the Trust.

2. INTRODUCTION

2.1 As a charity and company limited by guarantee, the Trust is governed by the Board, who are responsible for, and oversee, the management and administration of the Trust and the Schools.

The Directors are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.

2.2 In order to discharge these responsibilities, the Directors and CET appoint people to serve on an LGB which has been established to ensure the good governance of a School.

2.3 The Directors shall delegate the Delegated Functions to the LGB pursuant to clause 5 of this document but the function of the LGB shall be to:

- have a monitoring role in connection with the School;
- check the School's record of its Single Central Register and arrangements for safeguarding training are in place and enacted;
- monitor exclusions in accordance with appropriate regulations;
- monitor standards; including provision for pupils with SEND, including having due regard to outcomes for pupils that attract the pupil premium alongside other identified vulnerable groups;
- act as a critical friend to the Principal;
- represent the views of the community in discussions that relate to community engagement and activity and make recommendations to the Principal; and
- support the Principal in recruitment and selection, grievance, and disciplinary processes where appropriate.

2.4 This document is intended to clarify where responsibility and accountability sits in key functional areas across the Trust and is relevant to:

- the Board,
- the CEO,
- LGBs,
- the CET and
- Principals

2.5 This document has been put in place by the Directors from the Effective Date in accordance with the provisions of the Articles and it should be read in conjunction with those Articles. References in this document to numbered Articles are to the relevant clause of the Articles.

2.6 This document provides a summary of the division of responsibilities. However, there will be circumstances where this division may change – for example, the Trust or its CET may sometimes take on a much more involved role, or the LGB may be engaged in a range of aspects not referenced here at the

discretion of the Directors.

2.7 As a single legal entity, it is acknowledged that the Board is responsible for decisions relating to how each School is run, but can delegate the Delegated Functions whilst remaining legally accountable.

3. ETHOS AND MISSION STATEMENT

3.1 The Trust's mission is as follows: to run a family of phenomenal Schools.

3.2 The Trust is committed to building strong working relationships with and between all its Schools and is committed to achieving its shared visions. In addition, the Trust remains passionate about working with neighbouring schools and those in the wider community. Ultimately, our goal is to encourage and foster excellent educational attainment.

4. GOVERNANCE MODEL

4.1 As a School Trust, our Board is the legal accountable body for the Trust and the LGB of each School is a committee of the Board. This model allows for strong, focused local governance. Freed from the statutory responsibilities of traditional local authority governing bodies, our governors are empowered to concentrate on enhancing the education for and improving the life chances of all the children in their School. They monitor their Schools and provide support and challenge in the traditional way, but spend less time on policies and paperwork.

4.2 Our governors provide a powerful voice for the community in the School, and for the School in the community. They are also a powerful advocate for the needs of their School within the Trust, and a source of sharing of good practice across the network.

4.3 The Directors have overall accountability and hence ultimate decision-making authority for all the work of the Trust, including the establishing and running of Schools. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Directors have the power to direct change where required.

4.4 The Directors have a duty to act in the fulfilment of the Trust's objects as set out in the Memorandum of Association.

4.5 Directors will have regard to the interests of the other Schools for which the Trust is responsible in deciding and implementing any policy or exercising any authority in respect of any individual School.

4.6 The Board is responsible for the overall strategic direction of the group, setting up new Schools and the collective vision and ethos of all the Schools that sit within the Trust, including any agreed curriculum and the admissions policies. The Board appoints the CEO, Chief Financial Officer (CFO), Data Protection Officer (DPO) and Principals. The CET will appoint the Chair of Governors. The Trust reserves the right to de-delegate responsibilities of the LGB, should the LGB not be acting in accordance with the Trust's vision and ethos. The Trust and its CET also have a key role in the procurement of group-wide

services, such as catering, IT, maintenance of buildings, finance and human resources. The Trust partially delegates control of each School's budget to the School under direction of the Principal. The Trust does retain ultimate control, including the right to set the level of top-slice from each School's budget to pay for the services the Schools collectively purchase in the name of the Trust.

4.7 The LGB of each School is responsible for maintaining the clarity of the School's vision and ethos in line with that of Advantage Schools, supporting the CET in holding the Principal to account for the educational performance of the School.

4.8 The CEO is responsible for the overall running and management of the Schools and although the Principals are responsible for the operational management of their School, as defined in this document, they report to and are line managed by the CET as directed by the CEO.

5. STATUS OF THE LGBS

5.1 In accordance with the Articles, LGBs are committees appointed by the Board and "the constitution membership and proceedings of any committee shall be determined by the Trustees". The Articles also state that "the establishment, terms of reference, constitution and membership of any committee of the Trustees shall be reviewed at least once in every twelve months". This means that the LGBs can be dissolved, their terms of reference and constitution altered and the membership changed at any time by the Directors (see 100, 101, 105 of the Articles)

5.2 In light of this, LGBs and Principals have been given the power to make important decisions without the need to seek the approval of the Board but the Trustees retain the right to withdraw that power or change the membership of the LGBs at any time as the need arises.

6. DELEGATED POWERS

General Provisions

6.1 In general terms, the responsibility of the Directors in so far as the business of a School is to determine the policy and procedures of a School and to consider and respond to strategic issues but the following matters ("Reserved Matters") shall not be Delegated Functions:-

- a) the powers set out in Articles 5 (a), (c), (e), (g), (l), (m), (n), (o), and (q) of the Articles of Association;
- b) ensuring compliance with the Trust's duties under Company Law and Charity Law and agreements made with the Department for Education, (including the Master Funding Agreement and the Supplemental Funding Agreement);
- c) the determination of the educational character, religious ethos and mission of the School and the Trust;
- d) ensuring the solvency of the Trust, safeguarding its assets and delivering its charitable outcomes;
- e) ensuring the continued charitable status of the Trust;
- f) the determination of the establishment, constitution, membership, proceedings and delegated powers and functions of any governing body and committee and their annual review and revision;

- g) the approval of the Trust and a School's policies other than those explicitly delegated;
- h) to receive reports from the LGB and making recommendations to the LGB;
- i) Approval of specific financial arrangements as set out in the Trust's Financial Handbook;
- j) entering into, varying or terminating any lease, licence, tenancy or other similar arrangement in relation to property;
- k) any lending;
- l) commencing or settling any litigation or arbitration proceedings;
- m) varying the terms and conditions of that engagement so that the terms and conditions of that engagement are no longer comparable to the equivalent engagement in one or more of the Schools within the Trust;
- n) establishing or amending any pension scheme or granting any pension rights to any director, officer, employee, former director, officer or employee, or any member of any such person's family.

Subject to the provisions of the Companies Act 2006, the Articles and to any directions given by the Members, the Delegated Functions are delegated to the LGB who may exercise the Delegated Functions in so far as they relate to the School, in accordance with the terms of this Scheme of Delegation provided that the Delegated Functions are not Reserved Matters. No alteration of the Articles and no such direction shall invalidate any prior act of the LGB which would have been valid if that alteration had not been made or that direction had not been given. Except as provided for in this Scheme of Delegation, the powers given by this Scheme of Delegation shall not be limited by any special power given to the Directors by the Articles or to the LGB by this Scheme of Delegation and a meeting of the LGB at which a quorum is present may exercise all of the Delegated Functions.

6.1.1 In general terms, the responsibility of the Directors in so far as the business of the Schools that make up the Trust is concerned, is to determine the policy and procedures of the Schools and to consider and respond to strategic issues and carry out the Reserved Matters.

6.1.2 In the exercise of its powers and functions, the LGB shall: a) consider any advice given by the Principal and any of the CET and CEO; b) have due regard to any guidelines and policies issued by the Directors.

6.1.3 Any bank account in which any money of the Trust in so far as it relates to a School is deposited shall be operated by the CET under the CEO in the name of the Trust. All cheques and orders for the payment of money from such an account shall be managed in accordance with the payment authorisation limits set out in the Trust's Financial Handbook.

6.1.4 The Chair of the Board is permitted to act in cases of urgency where a delay in exercising the function would be likely to be seriously detrimental to the interest of the school, a pupil, parent or member of staff. The Board will receive verbal report on any decisions made through a Chair's action, at the next meeting. Directors must then decide on the ratification of the decision.

6.2 Ethos and Values

6.2.1 Whilst the LGB shall be responsible for ensuring that the School is conducted in accordance with its ethos and values referred to in clause 2, the determination of the School's ethos and mission statement shall be the responsibility of the Directors.

6.2.2 At all times, the Directors and the LGB shall ensure that the School is conducted in accordance with the Objects of the terms of the Trust governing the use of the land which is used for the purposes of the School and any agreement entered into with the Secretary of State for the funding of the School.

6.3 Finance

6.3.1 In acknowledgement of the receipt by the Directors of funds in relation to the School; provided by the Secretary of State, donated to the Trust and generated from the activities of the Trust.

6.3.2 The CET shall have the power to enter into contracts on behalf of the Trust in so far as they relate to the School pursuant to clause 6.2.1, the CET shall first obtain the written consent of the Trustees on expenditure in accordance with the current financial handbook.

6.3.3 The accounts of the Trust shall be the responsibility of the Directors, but the Principal and CET shall provide such information about the finances of each School as often and in such format as the Directors shall reasonably require.

6.3.4 Any income streams generated and any Commercial Activities shall be for the entire use and benefit of the relevant School unless otherwise agreed by the CET (subject to the School being responsible for any losses and liabilities incurred).

6.3.5 The CET shall ensure that proper procedures are put in place for the safeguarding of funds and that the requirements of the Academies Handbook are observed at all times as well as any requirements and recommendations of the Directors and the Secretary of State.

6.3.6 The CET shall inform the Directors of any need for significant unplanned expenditure and will discuss with the Directors (and others as the Directors shall require) options for identifying available funding.

6.3.7 The CET shall develop appropriate risk management strategies and shall at all times adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the Schools.

6.4 Premises

6.4.1 Subject to and without prejudice to clauses 6.3.2 and 6.4.4, the maintenance of the buildings and facilities used in respect of the School is the responsibility of the Principal and CET, who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Directors (and/or any others) as owners of such buildings and facilities.

6.4.2 The CET shall in conjunction with the Directors develop a 5-year estate management strategy that will identify the suitability of building and facilities in light of long-term curriculum needs and the need for

and availability of capital investment to meet the CET's responsibility to ensure the buildings and facilities are maintained to a good standard.

6.4.3 The responsibility for any disposals or acquisitions of land to be used by a School will be that of the Directors.

6.4.4 Insuring the land and buildings used by any School will be the responsibility of the Directors who shall recover the cost from the budget delegated to the Principal.

6.5 Resources

6.5.1 Principal

The Board shall appoint the Principal in partnership with the CEO, LGB and the CET. The final decision on the appointment of a Principal lies with the Board.

The Directors may delegate such powers and functions as they consider are required by the Principal for the internal organisation, management and control of the School (including the implementation of all policies approved by the Directors, CET and the LGB and for the direction of the teaching and curriculum at the School).

6.5.2 Other Staff

- i. The LGB shall be informed of the appointment and management of all other staff to be employed at the School. The LGB shall support the CET in order to comply with all policies dealing with staff issued by the Directors from time to time;
- ii. take account of any pay scale or terms set by the Directors;
- iii. adopt any standard contracts or terms and conditions for the employment of staff issued by the Directors;
- iv. manage any claims and disputes with staff members having regard to any advice and recommendations given by the Directors.

6.6 Curriculum and Standards

6.6.1 The CET on behalf of the Trust shall be responsible for the review of the curriculum, ensuring that it is knowledge-based according to the vision of the Trust. The CET and the LGB shall have regard to any views of the Directors in recognition of the Directors' obligation to the Secretary of State to provide a broad and balanced curriculum.

6.6.2 The LGB shall have oversight of the standards achieved by the School and the pupils attending the School and shall follow such advice and recommendations of the Directors as they might issue from time to time.

6.6.3 The LGB shall recommend changes to, and have oversight of implementation of the School's admissions policy in line with direction from the Directors, (and shall appoint such persons as it sees fit to represent and make presentations on behalf of the School in any appeal process).

6.6.4 Any decision to expand the School shall be that of the Directors, but who shall have regard to the views of the LGB.

6.7 Extended Schools and Business Activities

Whilst the undertaking of any activities which would be described as part of the School's extended schools agenda or any activities designed to generate business income, would be the responsibility of the LGB, this shall only be undertaken in a manner consistent with any policy set by the Directors and having regard to the viability of such activities, the impact on the School's activities and any financial implications, such as the threat of taxation in light of the Trust's charitable objects and any threat to funding provided by the Secretary of State.

6.8 Regulatory Matters

The responsibility for the satisfaction and observance of all regulatory and legal matters shall be the Directors but the LGB shall do all such things as the Directors may specify as being necessary to ensure that the Trust is meeting its legal obligations.

7. OPERATIONAL MATTERS

7.1 The LGB shall comply with the obligations set out in Appendix A which deals with the day to day operation of the LGB.

7.2 The LGB will adopt and will comply with all policies of the Directors, communicated to the LGB from time to time.

7.3 Both the Directors and all members of the LGB have a duty to act independently and not as agents of those who may have appointed them and will act with integrity, objectivity and honesty in the best interests of the Trust and the School and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.

7.4 The LGB will review its policies and practices on a regular basis, having regard to recommendations made by the Directors, from time to time, in order to ensure that the governance of the School is able to adapt to the changing political and legal environment.

7.5 The LGB shall provide such data and information regarding the business of the School and the pupils attending the School as the Directors may require from time to time.

7.6 The LGB shall work closely with and shall promptly implement any advice or recommendations made by the Directors in the event that intervention is either threatened or is carried out by the Secretary of State and the Directors expressly reserve the unfettered right to review or remove any power or responsibility conferred on the LGB under this Scheme of Delegation in such circumstances.

8. REVIEW

8.1 This Scheme of Delegation shall operate from the Effective Date in respect of the Schools within the Trust.

8.2 The Directors have the absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provisions of it.

8.3 In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Directors will have regard to and give due consideration of any views of the LGB.

Appendix A: Scheme of Delegation Checklist

Terms of delegation and explanatory notes

The Trustees may not delegate Accountability and therefore are accountable for all areas in the scheme of delegation checklist

Board of Directors (DIR) -also known as Trustees

Central Executive Team at the Direction of the CEO (CET)

Local Governing Board (LGB)

Principal (P) – may also be known as Head Teacher

1. GOVERNANCE

GOVERNANCE	Is authority delegated from the Board?	CEO	CET	LGB	Principal
1.1 Approval of: <ul style="list-style-type: none"> • Terms of Reference for the Trust Board Committees • LGB Constitution and Terms of Reference 	No		Develop	Make recommendations to ET (for LGB Constitution and Terms of Reference)	
1.2 Approval of Trust Scheme of Delegation	No		Develop	Make recommendation to ET	
1.3 Determine the Board's Reserved Matters	No				
1.4 Appoint the Board Committees (Finance and Audit; Education) except the LGBs	No		Make recommendations to Board		
1.5 Appoint and remove of Co-opted Trustees	No		Make recommendations to Board		
1.6 Elect a Chair and Vice-Chair of the Board each academic year and remove in accordance with Articles of Association	No				
1.7 Appoint Chairs and Trust-appointed governors to the LGBs and remove in accordance with the LGB constitution and Terms of Reference	Yes		Delegated authority Support Chairs in leadership of their LGB	Appoint / remove from it number: Vice-Chair, Safeguarding/SEND Governor	
1.8 Change delegated power or membership of an LGB (where there are concerns about the School or its governance)	Yes		Delegated authority		
1.9 Appoint / remove the Company Secretary	No		Manage the appointment process		
1.10 Appoint / remove the Clerk to the Board	No		Manage the appointment process		
1.11 Appoint / remove the Clerks to the LGBs	Yes		Delegated authority		
1.12 Publish on AS website required information on governance arrangements, Members, Trustees and LGBs	Yes		Delegated authority		
1.13 Take out Director Indemnity Insurance Cover.	Yes		Delegated authority		

1.14 Acquisition of legal entities.	No	Recommendations to Board	Provision of professional advice		
STRATEGY					
1.15 Determine the vision and values of AS	No		Make recommendations to Board	Champion the AS vision and values in the School	Champion the AS vision and values in the School
1.16 Determine the educational character, mission or ethos of the Schools (to the extent that it is not inconsistent with that of the trust)	Yes		Delegated authority in collaboration with the Principal		Implement as determined by the CET
1.17 Determine the Trust's KPIs, approve the AS 3-year Business Plan and monitor progress against this.	No		Develop KPIs & Business Plan and recommend to Board. Report to Board on progress against the KPIs and Business Plan.		
1.18 Ensure that the School has a medium to long-term vision for its future and that there is a robust strategy in place for achieving its vision.	Yes		Delegated authority in collaboration with the Principal	Champion and follow the School vision	Implement as determined by the ET
1.19 Approve School applications to join the trust	No		Consider requests, conduct due diligence and make recommendations to the Board.		
1.20 Enter into, or withdraw from, a formal partnership	Yes		Delegated authority and report to Board		
DEVELOPMENT OF POLICY AND PROCEDURES					
1.21 Approve statutory trust-wide policies	No		Develop policies	Monitor implementation	Tailor policies to the school as directed and implement
1.22 Approve non-statutory trust-wide policies	Yes		Delegated authority	Monitor implementation	Tailor policies to the school as directed and implement
1.23 Approve non-statutory School policies	Yes			Review and monitor implementation	Delegated authority. Determine which policies to have in place and how they will be approved.
ORGANISATION OF TRUST					

1.24 Determine School term dates, length/organisation of Schoolday, age ranges, extended School provision	Yes – (although significant changes must be communicated to the board)		Delegated authority , on recommendation from Principal/ LGB.	Make recommendations to CET and consult where appropriate	Set in agreement with the LGB and CET.
1.25 School admissions policies and criteria	No		Admissions authority. Undertake consultation, publish admissions and determine arrangements as required in accordance with the School Admissions and Appeals Codes. Ensure effective arrangements are in place for pupil recruitment. Contribute to the development of the School prospectus.		Ensure compliance with the trust-wide Admissions Policy. Make arrangements for pupil recruitment and School prospectus. Ensure participation in the Fair Access Protocol.
1.26 Free school meals	Yes				Delegated authority. Ensure the provision of free school meals to eligible pupils.
1.27 Determine partnerships (e.g. A.S.K.E, Behaviour Hub Lead School) target numbers, subjects and priorities	Yes		Delegated authority		

2. BUDGETS, FINANCE AND RISK

BUDGETS, FINANCE AND RISK	ESFA	Is authority delegated from the Board?	CEO	CET	LGB	Principal
STATUTORY REPORTING						
2.1 Complete and approve annual accounts / reports / returns to funding and regulatory bodies		No	Review	Prepare and review for recommendation to CEO and Board. Work with auditors to prepare Annual Accounts and Report.		
2.2 Complete and submit other accounting returns		Yes		Delegated authority		
2.3 Maintain a register of business interests for the trust		Yes		Delegated authority		Maintain school register
2.4 Authorised to complete PAYE returns or appoint third party to submit on Trust's behalf		Yes		Delegated authority		
2.5 Authorised to complete VAT returns		Yes		Delegated authority		
2.6 Appoint the Accounting Officer		No	Act as the Accounting Officer			
BUDGET AND MANAGEMENT REPORTING						
2.7 Agree long term financial objectives of the trust		No	Recommendations to Board	Recommendations to Board		
2.8 Approve and monitor the annual budget for the Trust including Schools, A.S.K.E and BHLS		No	Endorsement as Accounting Officer	Approve the School budget for recommendation to board.		Discuss budget for approval by CET. Report the financial position of the School to CET as required.
2.9 Determine the proportion of the overall School budget to be retained for central services		No		Make recommendation to Board		
2.10 Revenue balances/carry forward (see Reserves Policy)		No				

2.11 Approve any significant changes to the approved budgets		No		Consider any variances to delegated budget for Board approval		
2.12 Approval of expenditure not provided for in the annual budget		Yes		Delegated authority - within agreed limits		Delegated authority - within agreed limits and supported by the appropriate business case proposal
SYSTEMS OF INTERNAL FINANCIAL CONTROL						
2.13 Ensure proper financial controls are in place across the Trust		No	Provide assurance to ESFA as Accounting Officer	Ensure adequate risk, financial and asset management systems are in place across the trust.	Develop risk management strategies, under CET guidance.	Ensure proper financial controls are in place at the School
2.14 Review risk management and maintain a trust risk register		No		Review trust risk register and recommend changes to Board. Identify proforma risk matters to inform the School-specific risk registers. Review any risks reported by the Schools and report to Board as appropriate.	Review the School's risk register and report significant risks to the CET/Board.	Maintain and review the School's risk register
2.15 Adopt a Trust Financial Handbook (incorporating Charging and Remissions Policy)		No		Develop policy and ensure School's compliance with policy		Comply with policy
2.16 Appoint internal auditors for trust and Schools		No		Management of appointment process		

2.17 Ensure recommendations in internal and external audit reports are addressed		No	Report to Board	Review reports and ensure recommendations are addressed		Ensure School internal audit report recommendations are addressed
PURCHASING AND PROCUREMENT						
2.18 Adopt a Trust-wide Procurement Policy (incorporated in the Trust Finance Policy)		No		Develop policy. Review opportunities for collaborative procurement. Ensure School's compliance with policy.		Comply with policy
2.19 Set the delegated levels of authority for contracts		No		Make recommendation to the Board		
2.20 Approve contracts which constitute related party transactions		No		Make recommendation to the Board		
2.21 Place orders for goods and services		Yes	Delegated authority - within an agreed budget	Delegated authority - within an agreed budget		Delegated authority - within an agreed budget, considering central procurement
2.22 Enter into contracts (central procurement and School contracts)		Yes	Delegated authority - enter into contracts - within an agreed budget	Delegated authority - enter into contracts - within an agreed budget		
2.23 Authority to accept other than the lowest quote (based on best value evidence)		Yes		Delegated authority - up to agreed limits		Delegated authority - up to agreed limits.
2.24 Ensure compliance with tendering processes		Yes	Report to Board	Delegated authority		
2.25 Determine scope of mandatory core services to be procured and delivered by AS on behalf of the Schools		Yes		Delegated authority		

2.26 Arrange provision of central trust services including: central finance package, payroll and pensions, insurances, membership of other organisations, HR, IT and the use of the Every system.		Yes		Delegated authority	Monitor and evaluate the delivery of central services for the School	
2.27 Determine which essential services should be procured by each School, e.g. waste collection		Yes		Delegated authority Ensure good value for money		
BANKING AUTHORITY & CASH MANAGEMENT						
2.28 Approval to borrow money (bank or sponsor loan, overdraft)	Yes	N/A	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board		
2.29 Cashflow Management, Treasury and Investment		Yes		Delegated authority - investment details to be informed to Board Finance & Audit Committee		
2.30 Open a bank account and approve signatories		No	Can be approved signatory	Can be approved signatory		
2.31 Applications for business charge card accounts		No	Can be approved signatory	Can be approved signatory		
TRANSACTION PROCESSING						
2.32 Payroll – starters, leavers and amendments		Yes	Delegated authority - authorise changes	Delegated authority - oversee systems of internal control; authorise changes	Monitor staffing and performance	
2.33 Payroll – administration		Yes	Delegated authority - authorisation of trust payroll			
2.34 Purchasing – authorised to create vendors on accounting system		Yes		Delegated authority		
2.35 Income		Yes		Delegated authority		
2.36 Authorisation of expense claims (cannot authorise one's own expenses)		Yes	Delegated authority for CET	Delegated authority for Principals/		Delegated authority for School staff

				Schools		
2.37 Control account reconciliation		Yes		Delegated authority		
2.38 Write-off bad debts	ESFA approval above current limits	Yes – up to ESFA limits		Delegated authority – up to ESFA limits		
FIXED ASSETS						
2.39 Management of capital projects		Yes		Delegated authority - ensure management and governance arrangements are appropriate and report to Board.		
2.40 Acquiring a freehold on land and buildings	ESFA approval required	N/A	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board		
2.41 Disposal of a freehold on land and buildings	ESFA approval required	N/A	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board		
2.42 Review and maintain a buildings' strategy and asset management planning arrangements		No		Make recommendations to Board		
2.43 Dispose of heritage assets	ESFA approval required	N/A	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board		
2.44 Dispose of assets (not land, buildings or heritage)		Yes		Delegated authority – up to agreed limits		
2.45 Acquisition of assets		Yes	Delegated authority – up to agreed limits	Delegated authority – up to agreed limits		
2.46 Asset register / security / loan of assets		Yes		Delegated	Monitor asset	Maintain asset

				authority	register	register
INSURANCES						
2.47 Approve insurance arrangements		Yes		Delegated authority		
LEASING						
2.48 Take up a finance lease	ESFA approval required	N/A	Recommend approval to Board for submission to ESFA	Recommend approval to CEO for submission to Board		
2.49 Take up a leasehold on land and buildings	ESFA approval in line with current limits	No		Recommend approval to Board for leases <7 years		
2.50 Take up any other lease		Yes	Delegated authority – up to agreed limits	Delegated authority – up to agreed limits		
2.51 Grant a lease on land and buildings	ESFA approval required	N/A		Recommend approval to Board for submission to ESFA		
SPECIAL PAYMENTS						
2.52 Staff severance and compensation	ESFA approval in line with current limits	Yes	Delegated authority in line with Trust Financial Handbook	Delegated authority in line with Trust Financial Handbook		Recommendation to CET
2.53 Ex-gratia payments	ESFA approval in line with current limits	N/A				
2.54 Adopt a Trustee and Governors' Allowances Policy in accordance with the Trust Finance Policy		No		Develop policy	Comply with policy	Comply with policy

3. STAFFING & HR

STAFFING AND HR	Is authority delegated from the Board?	CEO	CET	LGB	Principal
STAFF STRUCTURE					
3.1 Approve trust senior management structure (and budget)	No				
3.2 Approve School senior management structure	Yes		Delegated authority	Agree with Principal	Agree with CET
3.3 Approve School annual staffing plan	Yes		Delegated authority	Agree with Principal	Prepare annual staffing plan for CET
3.4 Authorised to increase School/organisational headcount (establishment) within existing budget (replacement only)	Yes	Delegated authority - changes beyond overall budget (with CFO)	Delegated authority - changes within overall budget and replacement posts	Receive reports from Principal	
3.5 Job Description sign off	Yes		Delegated authority		Agree JD and recommend to CET
GRADE OF POSTS (teaching and support staff)					
3.6 Job evaluation policy and procedures	No		Implement JE procedures		
3.7 Authorised to evaluate jobs and grades	Yes	Delegated authority	Responsible for oversight and cross-organisational grading		Make grading proposals to CET
3.8 Authorised to agree/vary basic employment Terms and Conditions	No		Ensure consistent application of T & Cs		
RECRUITMENT					
3.9 Appointment of staff	Yes (except CEO, CFO & Principals)	Delegated authority - appoint CET, Vice and Associate Principals, in consultation with CET.	Delegated authority - appoint members of CET Involved in appointment process for Principals and Vice-Principals.	Participate in the process to appoint the Principal/senior leaders/school staff as requested by the CET/ Principal.	Delegated authority - appoint all School teaching and non-teaching staff in consultation with CET
3.10 Recruitment processes	Yes	Delegated authority - carries out recruitment processes in line with AS procedures	Ensures legislative and best practice compliance in recruitment processes and involved in SLT appointments	Involved in recruitment processes as required.	Delegated authority - carries out recruitment processes in line with AS procedures

3.11 Signing of employment contracts	Yes (but Chair must sign CEO contract)	Delegated authority -contracts of CET Leaders and Principals	Delegated authority – all other employees		
3.12 Approve requests for early retirement, flexible working, secondment or leave of absence	Yes (but Chair approves CEO's requests)	Delegated authority - for CET	Delegated authority - for Principals, with advice from CET, as required		Delegated authority for School staff, with advice from CET as required
PAY POLICY					
3.13 Review and approve pay progression recommendations for Executive Leaders, Principals and School SLT by 31 December each year (including appeals)	No (acting through FAR Committee)	Make recommendations to Board			Review and submit anonymised report to CEO of pay recommendations for School staff
3.14 Review and approve pay progression recommendations for School teaching staff by 31 December each year (including appeals)	Yes		Delegated authority		Review and submit anonymised report to CET and of pay recommendations for teaching staff
3.15 Adopt a trust-wide Pay Policy	No		Develop policy		Comply with policy
3.16 Determination of pay ranges	Yes (except for CEO)		Delegated authority		Recommend to CET
3.17 Appointment outside range in salary structure	Yes		Delegated authority and report to board		Recommend to CET
3.18 Allocation of TLR/SEN values	Yes		Delegated authority		Recommend to ET
3.19 Value of other discretionary allowances	Yes (except for CEO)	Delegated authority	Review and recommend to CEO		Recommend to ET
PENSION POLICY & DISCRETIONS					
3.20 Handling of all pension matters (teachers and support staff)	Yes		Delegated authority		Ensure School systems are in place
3.21 Approval of use of pension discretions (decisions that can be made at the employer's discretion)	No	Make recommendations to Board	Make recommendation to CEO		
OPERATION OF POLICIES					
3.22 Adopt Trust-wide HR policies and procedures	No		Develop policies and procedures and ensure their effective implementation/ compliance across the Trust.	Ensure School implements and complies with policies and procedures	Implement policies and procedures in the School

3.23 Performance management	Yes (except for the CEO, acting through a committee, Company Secretary & Clerk to the Board)	Delegated authority - conduct the performance management of the CET and some Principals	Delegated authority - conduct the performance management of members of the wider Central Team and some Principals	Participate in the performance management of the Principal (usually the Chair of the LGB)	Delegated authority - conduct (or delegate to School leaders) the performance management of School staff (including Vice-Principals)
3.24 Approval of formal staff restructure plans	Yes		Delegated authority		Create formal restructure plans to recommend to CET
3.25 Approval of severance/settlement or redundancy agreements	Yes		Delegated authority (up to approved limits)		Recommend to CET
3.26 Authority to issue warnings or other disciplinary measures except dismissal	Yes	Delegated authority - may issue warnings across AS and attend panels	Delegated authority - may issue warnings in own teams / across AS and attend panels. HR to advise.	Part of formal panels for School staff and monitor the level of action	Delegated authority - may issue warnings and disciplinary measures to School staff.
3.27 Suspension and dismissal	Yes (except CEO & CET Leaders, acting through a committee)	Delegated authority - for Principals and Vice-Principals. Part of formal panels.	Delegated authority - For Central Trust Team. Part of formal panels.	Informed of suspension/dismissal of Principal, Vice-Principal and School staff. Part of formal panels.	Delegated authority - teaching & non-teaching School staff. Part of formal panels.
3.28 Appeals (not pay progression)	Yes (except where CEO has heard original case)	Delegated authority	Delegated authority	Delegated authority - if not involved in the first panel.	
3.29 Act on behalf of the trust in legal disputes, employee complaints and grievances	Yes (except those escalated to the trustees)	Delegated authority	Delegated authority		

4. STANDARDS, CURRICULUM & TARGET SETTING

STANDARDS, CURRICULUM & TARGET SETTING	Is authority delegated from the Board?	CEO	CET	LGB	Principal
4.1 Approve and monitor AS and School KPIs for quality of teaching and learning and around student wellbeing	No		Provide oversight of the setting of KPIs. Review KPIs and provide a termly report to the trustees regarding standards.	Monitor the KPIs reported by the Principal and hold the Principal to account	Report to LGB, CET and Board against KPIs
4.2 Approve and monitor AS and School targets for pupil achievement, progress and attendance	No	Propose targets to Board and provide appropriate reporting	Provide oversight of the target setting for pupil achievement, progress and attendance, provided by the Principals, and monitor.	Monitor progress against targets. Report to CET and Board.	Set School targets and monitor progress against targets. Report to LGB, CET and Board.
4.3 Review and approve the School Improvement Plans and monitor progress against them	Yes		Delegated authority	Monitor progress of the School Improvement Plan	Develop the School Improvement Plan for approval by the CET and implement, regularly reporting on progress.
4.4 Monitor the impact of Pupil Premium, other occasional targeted grants and Sports Premium (primary) across the Trust	Yes		Delegated authority	Review deployment and impact at School level	Ensure effective deployment and monitor impact. Ensure required information is published on the School website.
4.5 Curriculum: planning, implementation and review, including compliance with any funding agreement requirements	Yes		Delegated authority	Monitor effectiveness of implementation of curriculum plans	Implement the agreed AS curriculum while monitoring and contributing to the development of that curriculum with the CET.

4.6 Post-Ofsted Action Plan sign off for any School that has Requires Improvement or Special Measures category	No	Make recommendation to Board			
BEHAVIOUR					
4.7 Ensure each School has an effective behaviour policy in place and monitor behaviour in Schools	Yes		Delegated authority - review KPIs related to behaviour and report any areas of concern to the Board	Monitor implementation of policy, monitor behaviour	Develop and implement policy
4.8 Exclusions	Yes		Review the overall pattern of exclusions and report to the Board	Delegated authority for reviewing exclusions. Monitor exclusions at the School. Convene a panel to review an exclusion of a pupil (if required). Governors can sit on an exclusion panel at any of the schools.	Delegated authority for making exclusions. Take the decision to exclude a pupil for a fixed term or permanently (if required)
4.9 Direct a pupil to alternative provision	Yes			Delegated authority for reviewing numbers and for issuing a Governors' Directive.	Delegated authority for directing a pupil to alternative provision.

5. SAFEGUARDING

SAFEGUARDING	Is authority delegated from the Board?	CEO	CET	LGB	Principal
5.1 Adopt a trust-wide template Safeguarding and Child Protection Policy that is compliant with statutory guidance	No		Develop policy and review annually	Monitor implementation of policy	Add School-specific details to policy and ensure implementation
5.2 Adopt and monitor procedures and KPIs related to safeguarding	No		Review and report to the Board. Refer any areas of concern to the Board as they arise.		
5.3 Review overall outcomes of School Safeguarding Audits conducted by independent personnel	No		Ensure annual safeguarding audits are conducted on each School by independent personnel and report to the Trustees on overall outcomes.	Receive the report of the Independent Safeguarding Audit and monitor that any areas identified for improvement are addressed swiftly.	Receive the report of the Independent Safeguarding Audit and ensure any areas identified for improvement are addressed swiftly.
5.4 Appoint a Board member as Safeguarding Trustee	No				
5.5 Appoint a Safeguarding LGB member	Yes			Delegated authority	
5.6 Ensure the Single Central Record (SCR) for Schools is complete and regularly updated	Yes		Delegated authority - annual audit of School SCR		Ensure the SCR is maintained and address any actions identified by audit
5.8 Ensure the School has an appropriate number of trained DSLs and that their details are published on the School website	Yes			Delegated authority	Appoints DSL(s)
5.9 Ensure School staff and trust central team receive regular and appropriate safeguarding training	Yes		Delegated authority – for Central Team and Principals	Delegated authority – for School staff	
5.10 Ensure appropriate members of staff and LGB members are trained in safer recruitment	Yes			Delegated authority - ensure at least one member of every recruitment panel has completed the training	Complete training and regularly update knowledge in this area
5.11 Ensure that each School has appointed a designated teacher to support Looked After Children	Yes		Monitor	Delegated authority	Appoint a designated teacher for the School

5.12 Approve off-site visits for pupils of more than 24 hours	Yes				Delegated authority
5.13 Discuss any staff or LGB member DBS returns with disclosed information with the CET	Yes				Delegated authority

6. SPECIAL EDUCATIONAL NEEDS & DISABILITIES (SEND)

SPECIAL EDUCATIONAL NEEDS & DISABILITIES (SEND)	Is authority delegated from the Board?	CEO	CET	LGB	Principal
6.1 Monitor overall educational performance of SEND pupils	No		Review KPIs related to SEND across the Trust and report to the Board, particularly any areas of concern to the Board.	Monitor effectiveness of School's SEND provision	
6.2 Adopt a Trust-wide template SEND Policy	No		Develop policy and review annually	Monitor implementation of policy	Add School-specific details to policy and ensure implementation
6.3 Ensure compliance with the Disability Discrimination Act (DDA) requirements within the Schools	Yes		Delegated authority	Provide oversight of compliance	Ensure compliance within the School
6.4 Designate a teacher to be responsible for co-ordinating SEND provision (SENCO)	Yes				Delegated authority
6.5 Liaise with the Local Authority in respect of pupils who have (or might have) SEND	Yes				Delegated authority
6.6 Make provision for SEND pupils with or without a statement or Education, Health and Care plan	Yes				Delegated authority
6.7 Appoint a Board member as SEND Trustee	No				
6.8 Appoint a SEND LGB member	Yes			Delegated authority	

7. COMPLAINTS

COMPLAINTS	Is authority delegated from the Board?	CEO	CET	LGB	Principal
7.1 Adopt a Trust-wide Complaints Policy and monitor complaints	No		Develop policy. Monitor the level of formal complaints across the Trust and report to the Board.	Monitor the level of formal complaints at the School	Report on formal complaints to LGB and CET
7.2 Respond to, and hear, complaints	Yes	Hear complaints at the relevant stage in accordance with Policy	Hear complaints at the relevant stage in accordance with Policy	Hear complaints at the relevant stage in accordance with Policy	Respond to complaints in accordance with Policy

8. HEALTH, SAFETY & ESTATES

HEALTH, SAFETY & ESTATES	Is authority delegated from the Board?	CEO	CET	LGB	Principal
8.1 Adopt a Trust-wide Health and Safety Policy and ensure adequacy of health and safety practice throughout AS	No		Develop policy, monitor implementation and oversee health and safety arrangements across the Schools.	Monitor implementation of policy and ensure School arrangements are adequate. Ensure is on LGB agenda a minimum of once a year.	Implement policy and health and safety arrangements. Report to LGB/ CET
8.2 Ensure School staff and Trust Central Team receive statutory Health and Safety training	Yes		Delegated authority – for Central Team and Principals. Monitor and report to Board	Monitor for School staff	Delegated authority – for School staff
8.3 Critical incident planning	Yes		Delegated authority - develop central and School critical incident plans and reviews as appropriate.	Ensure School critical incident plans are adequate and in place	Implement and report to LGB/CET, as required
8.4 Health and Safety accident reporting (incl. RIDDOR)	Yes		Delegated authority - monitor and report to Board. Ensure RIDDOR reporting is in place.	Monitor at the School	Implement
8.5 Statutory compliance testing	Yes		Implement, monitor and report to Board	Delegated authority - check procedures are in place at School and monitor outcomes	Monitor local statutory compliance testing (ABM)
8.6 Risk assessment (fire, asbestos)	Yes		Delegated authority - ensure valid risk assessments are in place across the Schools.	Monitor the impact of operational arrangements	Ensure operational arrangements are in place and effective
8.7 Ensure the School has a designated member of staff who has overall responsibility for every aspect of Health and Safety	Yes			Delegated authority	Appoint member of staff
8.8 Ensure the School's estate is maintained so it is fit for purpose and provides a safe, attractive and appropriate environment	Yes		Delegated authority		

8.9 General monitoring and action plans in relation to safety of sites including building conditions	Yes		Delegated authority	Monitor the impact of operational arrangements	Ensure operational arrangements are in place and effective
8.10 Good Estates Management for Schools: <ul style="list-style-type: none"> • Estates Vision and Strategy • Asset Management Plan • Strategic Review Process 	Yes Delegated authority: Finance, Audit and Resources Committee				

9. INFORMATION MANAGEMENT, COMMUNICATION & MARKETING

INFORMATION MANAGEMENT, COMMUNICATION & MARKETING	Is authority delegated from the Board?	CEO	CET	LGB	Principal
INFORMATION MANAGEMENT					
9.1 Adopt a trust-wide Data Protection policy and monitor AS compliance with GDPR	No Appoint DPO		Develop policy and ensure AS compliance with GDPR legislation. Investigate data breaches (DPO). Support the individual Schools on the effective safe storage of data. Maintain accurate and secure staff records for the CET. Ensure registration with the Information Commissioner's Office is up to date	Ensure compliance with policy	Comply with policy and report data breaches to DPO. Maintain accurate and secure pupil and staff records for the school.
COMMUNICATION					
9.2 Ensure trust and School websites are compliant with statutory guidance	Yes		Delegated authority		Address any actions identified by audits
9.3 Ensure the Trust and its Schools communicate effectively with pupils, parents/carers, staff and the wider community	No		Develop communication strategy	Ensure School systems/communication channels operate in line with the trust's strategy. Implement means to receive/respond to pupil, parent and staff feedback. Establish and maintain a relationship with the local community.	Ensure School systems/communication channels are in place in that are in line with the trust's strategy
BRANDING & MARKETING					
9.4 Ensure that all branded items follow AS Branding Guidelines (e.g. stationary, staff ID badges, email signatures)	Yes		Delegated authority		Comply with AS guidelines
9.5 Review and approve any long-life School marketing materials (e.g. logo, website, prospectus, items published in newspapers and magazines, videos, radio adverts)	Yes		Delegated authority		Gain CET approval and permission for any interviews, photography or filming by media