

Scheme of Delegation

Contents

<u>Trust Vision and Values</u>	3
<u>Effective Governance</u>	3
<u>Purpose of the Scheme of Delegation</u>	4
<u>Governance Structure</u>	5
• <u>Members</u>	6
• <u>Trustees</u>	6
• <u>Committees</u>	6
• <u>Local Governing Boards</u>	6
• <u>Local Advisory Boards</u>	7
• <u>Conduct Panel</u>	7
• <u>Working Groups</u>	7
• <u>The Chief Executive Officer (CEO)</u>	7
• <u>The Executive Team</u>	7
• <u>The Principal</u>	7
• <u>The Governance Officer</u>	8
<u>Delegated Responsibility and Authorities</u>	8
• <u>Chairs actions in-between Trust Board meetings</u>	8
<u>Trust Policies</u>	8
<u>Levels of Delegated Powers</u>	8
<u>Decision Making Framework</u>	10
• <u>Governance Appointments and Removals</u>	10
• <u>Governance Framework: Systems and Structures</u>	10
• <u>Governance Framework: Reporting</u>	11
• <u>Strategy</u>	11
• <u>Scrutiny</u>	12
• <u>Holding to Account</u>	13
• <u>Committee Delegation</u>	13
• <u>Admissions</u>	13
• <u>Safeguarding</u>	14
• <u>Education and Curriculum</u>	14
• <u>SEND</u>	14
• <u>Pupil Premium</u>	14
• <u>Behaviour, Attendance and Inclusions</u>	14
• <u>Academy Calendar and Opening Hours</u>	14
• <u>Complaints</u>	15
• <u>Financial Oversight</u>	15
• <u>Personnel</u>	20
• <u>Policies and Terms of Conditions</u>	21
• <u>Central Services</u>	21
• <u>Compliance</u>	21
• <u>Estates</u>	22

Trust Vision and Values

The University of Kent Academies Trust (UKAT) is a relatively small, confident and very reflective Trust, with a strong sense of moral duty and social responsibility. We strive to serve and hold true to our values. This Scheme of Delegation is underpinned by those Values:

Working together:

Only through working as one can we achieve prominence

Outward facing:

Collaboration, co-operation and partnership drive our success

True to ourselves:

The only way to inspire transformation is through authenticity and integrity

Being reflective:

Through being analytical and self-reflective we have created a culture that nurtures and encourages growth and progression

Everyone counts:

Our commitment is to genuine inclusivity, equality and celebrating diversity

Going the extra mile:

Exceeding expectations to reach the best possible outcomes

Visionary thinking:

We embrace forward thinking and innovation in order to shape our future

Alongside our values we have seven components of the UKAT approach to accomplishing success that are embedded in our UKAT Vision:

- Recognition as a leading educator; an outward facing and collaborative MAT which is steered by the University of Kent
- Sustaining high quality education across the MAT
- A relentless focus on workforce development and effectiveness: recruitment of the best teachers, leaders and support staff with defined career pathways and robust retention of talent
- The leadership capacity and financial strength to enable a stable future and further growth
- An expanded Trust which has an 'all through' and strongly inclusive provision
- A flagship post-16 provider for all, specialising in science, medical and health pathways, with meaningful collaboration on technical and vocational qualification qualifications, set within a new purpose-built facility
- To act responsibly and mindfully to help protect the environment for the next generation

Effective Governance

There are three core functions of effective governance outlined in the DfE Governance Handbook as follows:

- Ensuring clarity of vision, ethos and strategic direction
- Holding the executive leaders to account for the educational performance of the Trust, its pupils/students and the performance management of staff
- Overseeing the financial performance of the Trust and making sure its money is well spent

Effective governance is based on six key features:

- Strategic leadership that sets and champions vision, ethos and strategy
- Accountability that drives up educational standards and financial performance
- People with the right skills, experience, qualities and capacity
- Structures that reinforce clearly defined roles and responsibilities
- Compliance with statutory and contractual requirements
- Evaluation to monitor and improve the quality and impact of governance

Delegated autonomy for individual academies is aligned with the need for UKAT to fulfil its corporate responsibilities and accountabilities to all governing authorities including but not limited to the Department for Education (DfE), the Education and Skills Funding Agency (ESFA), Charities Commission, HM Revenue and Customs, Companies House as well as to its students, their parents/carers and the wider communities of academies.

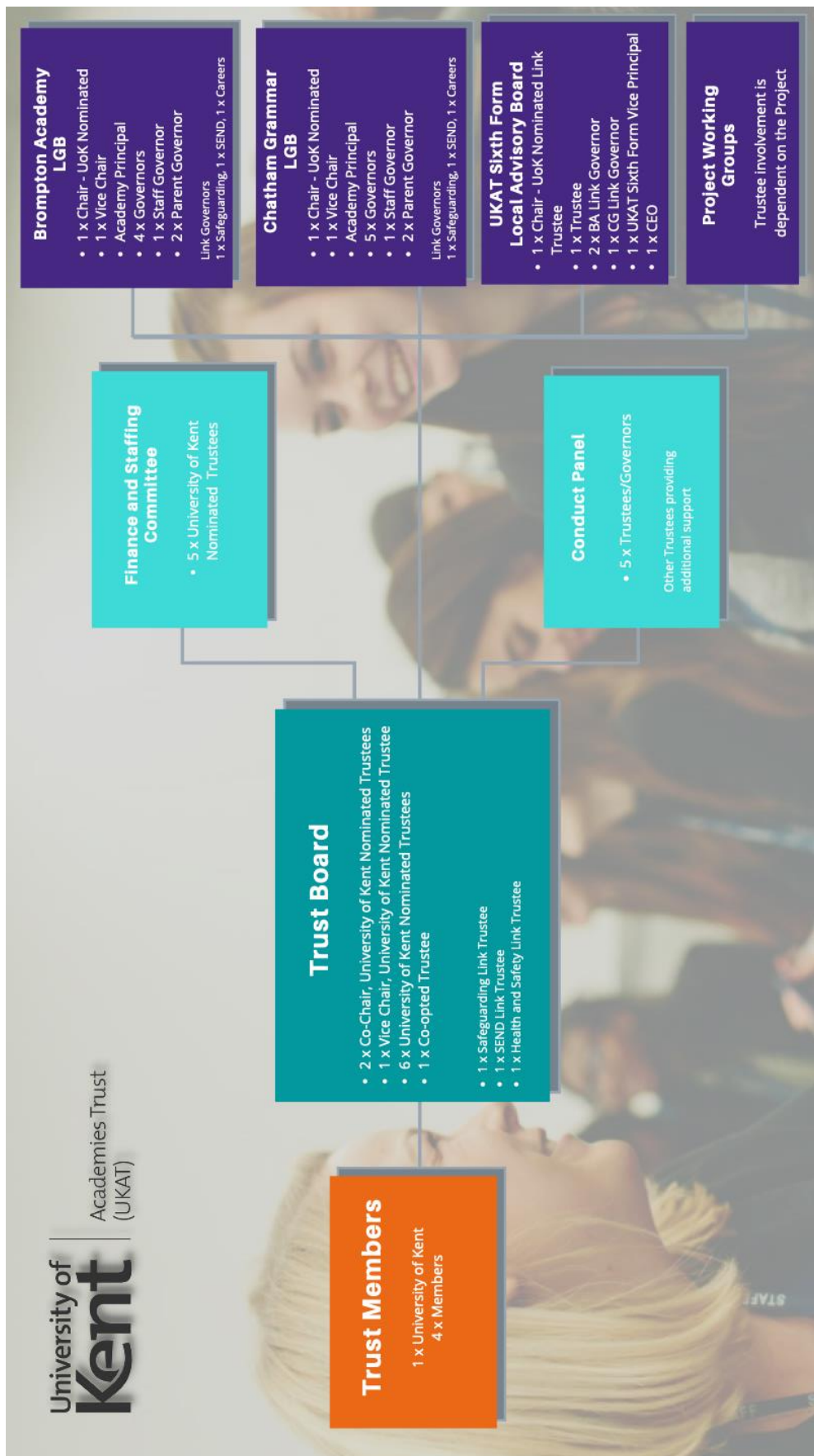
Purpose of the Scheme of Delegation

Directors must approve a written Scheme of Delegation of financial powers that maintains robust internal control arrangements. This Scheme of Delegation provides the framework for determining the functions to be undertaken by the Trust Board and those that have been delegated. It identifies the key decision-making authorities involved in the governance and operation of the Trust. It outlines how these delegations are made, to ensure clear and transparent governance arrangements aligned with the Trust's Articles of Association, statutory and regulatory requirements and relevant government guidance.

The Scheme of Delegation is a working document that will be revised at least annually and adapted in response to the context and circumstances of UKAT. As the Trust continues to develop and grow, both in terms of governance and operational leadership, the Scheme of Delegation will be reviewed, recognising the need to be responsive to changing circumstances.

The Scheme of Delegation should be read in conjunction with the Terms of Reference for the relevant committee/individual and whilst it is designed to be comprehensive, it will not cover every task.

Governance Structure



Members

Members have an overarching oversight role and are guardians of the governance of the Trust and as such have a different status to the Trustees. Members have responsibility for ensuring the purpose of the Trust is met, determining the Trust's constitution and governance structure. They are responsible for appointing and removing Trustees and appointing the external auditors. As outlined in the Governance Handbook, this is a strategic 'eyes on, hands off' role.

Trustees (Directors)

Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and Company Directors. Because they are bound by both charity and company law, the terms 'Trustees' and 'Directors' are used interchangeably. The Trustees/Directors are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the Articles of Association and its Funding Agreement, are legally responsible and accountable for all statutory functions and for the performance of all academies within the Trust.

The Academy Trust Handbook (ATH) outlines that Trustees must comply with the Trust's charitable objectives, with company and charitable law and with their contractual obligations under the funding agreement. As an organisation the Trust has a range of obligations under current legislation and statutory guidance. This includes matters such as safeguarding, health and safety and estates management. The ATH states that ensuring strong governance in these areas will be a key priority for the Board.

The Board of Trustees hold ultimate legal accountability for all aspects of operational delivery, as well as being responsible for the Trust's policies and decision-making. The Trustees oversee the management and administration of the Trust and the academies run by the Trust and delegate authority and responsibility to others, including Executive Leaders and academies Senior Leadership Teams who undertake the day-to-day management of the academies. Key matters reserved for the Board of Trustees include strategic direction, vision and values, and approval of the strategic plan, policies and educational targets. In discharging Trustees' responsibilities, the Board of Trustees have established the following sub-committees:

- Finance and Staffing Committee
- Local Governing Boards
- Conduct Panel

The Board of Trustees is the employer of every member of UKAT staff; it has the right to review and adapt its governance structure at any time, which includes removing delegation.

Committees

The Trust has a Finance and Staffing Committee to which the Board delegates some of its financial and audit responsibilities, scrutiny and oversight and risk.

Local Governing Boards

The Trustees have established Local Governing Boards (LGBs) to carry out some of its Academy level governance functions. Delegated functions include but are not limited to:

- Building an understanding of how the Academy is led and managed
- Challenging and supporting the Principal in relation to student progress and attainment and education outcomes

- Challenging and supporting the Principal with compliance including Health and Safety and Child Protection and Safeguarding
- Working within agreed UKAT policies

Local Advisory Board

The Trustees have established the UKAT Local Advisory Board (LAB) to carry out some of its Academy level governance functions specifically for the UKAT Sixth Form. Delegated functions include but are not limited to:

- Building an understanding of how the UKAT Sixth Form is led and managed
- Challenging and supporting the Principal for the Academy and Vice Principal of the UKAT Sixth Form in relation to student progress and attainment and education outcomes

The LAB is made up of Trustees and Governors from each Academy who report back to the Local Governing Boards

Conduct Panel

The Governing Board has a statutory duty to consider certain instances of student exclusions and decide whether the decision should be upheld or the pupil reinstated. The Conduct Panel is made up of experienced Trustees who represent the Trust Board.

Working Groups

The Trustees have established working groups to oversee any projects that need extra time and input from the Governing body. The working groups focus on discussion or activity around a specific subject area or large project. These groups are made up of Trustees, Governors and SLT who report their activities and findings direct to the Trust Board.

The Chief Executive Officer (CEO)

The CEO has the delegated responsibility for the operation of UKAT including the performance of the Trust's academies and performance manages the Principals. It is important to recognise that the responsibilities allocated to the CEO reflect those that go beyond their position as a Trustee and also include their role as the Trust's Accounting Officer. The Accounting Officer has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money. The CEO leads the Executive and Senior Leadership Teams and will delegate executive management functions to the Executive Team and is accountable to the Board of Trustees and for the performance of the Executive Team.

The Executive Team

The Executive Team is led by the CEO and includes the Finance Director and the Academy Principals who are responsible for the operational running of the Trust, the academies improvement plans, the management and control of academies and for supporting the academies with academy level operational matters.

The Principal

The Principal is responsible for a range of operational delivery areas within their academy/ies in line with UKAT's commitment to Academy improvement. The Principal is responsible for the day-to-day management of the academy/ies and is managed by the CEO. The Principals report to their Local

Governing Board on matters that have been delegated to it which may include an element of monitoring and scrutiny of the Academy's management processes. The Principal fulfils their responsibilities for educational outcomes for students and young people; including safeguarding; health and safety; and financial outcomes of their Academy. In other areas, they provide a crucial challenge and support role by monitoring Academy performance and outcomes.

The Governance Officer

As outlined in the ATH the Trust must appoint a Governance Professional to support the Board. A Governance Professional can contribute to the efficient functioning of the Board by providing:

- Guidance to ensure the Board works in compliance with the appropriate legal and regulatory framework, and understands the potential consequences of non-compliance
- Independent advice on procedural matters relating to the operation of the Board
- Administrative and organisational support

Delegated Responsibilities and Authorities

The Trust Board delegates general responsibility to manage financial commitments and expenditure in accordance with the approved budget plan and financial regulations. Where there is a shared responsibility for decision making between UKAT Trustees and its academies, UKAT Trustees has the ultimate responsibility.

The delegated powers are broken down into different levels in line with the Trust's principles of governance. Where there is a specific need for a decision to be taken, and a time imperative precludes awaiting the next Board of Trustees meeting, action may be agreed with the Board of Trustees Chair who will report to the Board of Trustees at the next meeting.

Chairs actions in-between Trust Board meetings

Decisions should be made by the Board of Trustees as a whole. However, in exceptional circumstances, the Chair of the Board of Trustees can make a decision as a single Trustee when a delay in doing so would:

- Be seriously detrimental to the interests of the Trust of any of its academies, and
- It would not be possible to postpone the decision to a meeting of Trustees (which the Chair can convene with less than 7 days' notice, if necessary, provided Trustees will have sufficient time to receive and give due consideration to relevant documents relating to the decision).







Trust Policies

The Trust Board have overall responsibility to approve all statutory policies and procedures, however, may delegate to the Local Governing Boards, CEO or Principals. A list of statutory policies can be found on the [DfE's statutory policies for schools and academy trusts](#) webpage. A list of all UKAT and Academy policies is held with the UKAT Compliance Team and is monitored regularly using the iAM Compliant system.

Levels of Delegated Powers

The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined.

The tables that follow, set out the full Scheme of Delegation for the University of Kent Academies Trust. It is important to note that this is a working document and can be amended at any time by the UKAT Trust Board.

 A/Af = Final Approval	Individual/group that has responsibility for final approval of task delegated
 Ai = Initial Approval	Individual/group that has responsibility for initial approval of task delegated
 MC = Monitor/Challenge	Individual/group responsibility for monitoring and challenging decision
 In = Input	Individual/group who should provide input and advice during implementation
 I = Implement	Individual/group that have responsibility for completing the task
 N = Notify	Individual/group that should be notified of information relating to task

Decision Making Framework

Governance Function		Role								
		University of Kent	Members	Trust Board	Finance and Staffing Committee	Chief Executive Officer	Finance Director	Principal	Local Governing Boards	Sixth Form Local Advisory Board
Governance: Appointments/Removals	Appointment and removal of Members	A	N	N	N	N	N	N	N	
	Appoint/remove University sponsored Trustees	A	N	In	N	N	N	N	N	
	Appoint Co-opted Trustees		N	A	N	N	N	N	N	
	Elect Chair of Trustees			A	N	N	N	N	N	N
	Appoint/Remove Committee membership (including LGB, LAB, Finance and Staffing, Conduct and projects)			A	N	N	N	N	N	N
	Appoint/Remove Committee Chairs (including LGB, LAB)			A	In	N	N	N	In	N
	Agree named Safeguarding/SEND/Careers Trustee/Governor Links			A	N	N	N	N	In	N
	Appointment of Parent Governors (LGB)			A	N	N	N	N	In	
	Appointing the Clerk/Governance Officer to the Board of Trustees and its Committees		N	A	In	N	N	N	In	N
Governance framework: systems and structures	Articles of Association: review and agree	A	In	In	N	N	N	N	N	N
	Governance structure for the Trust: establish and review annually		A	In	N	N	N	In	N	N

A/Af = final Approval	Ai = Initial Approval	MC = Monitor/Challenge	In = Input	I = Implement	N = Notify
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Governance Function		M	TB	FSC	CEO	FD	P	LGB	LAB	
Governance framework: systems and structures	Committee Terms of Reference and Scheme of Delegation: agree annually	A	N	In	In	N	N	N	N	
	Annual schedule of governance business	A/I	I	N	N	N	I	N	N	
	Self-review of Trust Board and Committees: complete annually	A/I	I	N	N	N	In	N	N	
	Self-review of Local Governing Board and Local Advisory Board: complete annually	In	A/M	In	N	N	N	In	In	
	Triannual external review of Trust Board effectiveness: submit to Members	Af	Ai/I	In	In	In	N	In	N	
Governance framework: reporting	Publish information on Trust and Academy websites in line with ESFA guidance (incl. Structure, Attendance, Bus. Int)		I	I	N	N	N	I	N	
	Annual report on the performance of the Trust, report to members at AGM	N	In	In	A/I	In	N	N	N	
	Annual report and accounts: report to members and Companies House	N	In	In	In	A/I	N	N		
	Reports required by statutory bodies including the ESFA, Local Authority-Safeguarding/Admissions		M	In/M	I	I	I	MC		
	Regular reports summary of Academy Committees and LGBs to Trustees		A	I	N	N	N	I	I	
Strategy	Determine Trust's vision, strategy and key priorities		A	In	I		In	In	In	
	Apply Trust Vision and strategy to individual academies		A	In	I		I	In	In	
	Determine Trust wide statutory policies which reflect the Trust's ethos and values		Af	Ai	N	N	N	N	N	
	Determine Finance and Staffing policies (see Terms of Reference for more information)		N	A	N	N	N	N		
	Determine Academy level policies (except Admissions Policy, see Terms of Reference for more information)		N	N	N	N	N	I	A	In
	Management of Trust risk: establish register, review and monitor		A	M	I	N	N	N		

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Governance Function		M	TB	FSC	CEO	FD	P	LGB	LAB	
Strategy	Develop stakeholder partnerships across the Trust			M/C	N	I		In	In	In
	Develop stakeholder partnerships at school level			N		In		I	A	In
	Set Strategic objectives, KPI's and targets of the Trust			A/M	M	I	I	In	In	N
	Developing Trust wide strategic or corporate plans including financial aspects			In	In	A	In	In	In	N
	Approve Trust Improvement Plan and other strategic or corporate plans (recommended by the CEO, in consultation with the Finance and Staffing Committee) including financial aspects			A	In	I	N	N	N	
	Developing Academy Improvement Plan			N	N	In	In	A	M	N
	Approve aligned academies development plans			A	N	In	In	I	A	N
	Central annual review of Trusts staffing structure		N	A	In	In	In	I	N	
	Annual review of Academy staffing structure	SLT	N	N	N	A	In	I	M	
		All other staff	N	N	N	In	In	A/I	M	
	Annual review of Academy staffing structure	SLT	N	N	N	A	In	I	M	
	Other staff	N	N	N	In	In	A/I	M		
Scrutiny	Performance – review and challenge progress of the Trust against its strategic objectives and KPIs	Trust		MC	N	In	N	N	N	
		Academy		N	N	MC	N	I	MC	MC
	Approving a written Scheme of Delegation		N	A	N	N	N	N	N	N
Approving Terms of Reference		N	A	N	N	N	N	N	N	

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Governance Function		M	TB	FS C	CE O	FD	P	LG B	LAB
Scrutiny	Funding Agreement – comply with all obligations including the Academy Trust Handbook	MC	A	In	I	I	N	In	In
	Regulatory – with all regulations affecting the Trust (including all charity, company and employment law, GDPR and health and safety)	N	A	In	I	I	In	In	In
	Financial Oversight – ensure appropriate financial controls for regularity, probity and value for money	N	A	MC	I	I	In	In	
	Maintaining a Register of Interests for all Trustees and staff with financial responsibilities	In	A	In	In	In	In	In	In
Holding to Account	Ensuring compliance (e.g., safeguarding, H&S, employment) agree auditing and reporting arrangements		A	In	I	I	In	In	In
	Agreeing reporting arrangements to enable detailed monitoring of progress on key priorities for the Trust		A	N	I	I	I	N	N
	Agreeing reporting arrangements to enable detailed monitoring of progress on key priorities for academies		N		I	I	I	A	N
	Performance management of the Chief Executive Officer		A	In	I	In	In	In	
	Performance management of Executive Principal and Principal				A		I		
Committee Delegation	Establishing Committees as it sees fit and determining the constitution, membership and proceedings of those Committees	N	A	In	N	N	N	In	N
	Prepare Terms of Reference for LGBs, LABs and Committees	N	A	I	N	N	N	I	I
Admissions	Set Admissions Policy		Af	N	In	N	I	Ai	
	Admissions decisions		A		In		I	MC	
Safeguarding	Ensure each Academy has appointed a Designated Safeguarding Lead.	N	A	N	I	In	I	N	
	Ensure compliance with statutory guidance and maintenance of single central record		A		In		I	MC	
	Ensure regular Safeguarding reports are forwarded to the Trust Board		A		In		I	MC	

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Governance Function		M	TB	FSC	CEO	FD	P	LGB	LAB
Education and Curriculum	Review and evaluate academies' performance		A		N		In	In	In
	Monitor the academies' development plans and key priorities,		MC		MC			MC	N
	Setting curricular aims and offer		MC		MC		A/I	MC	MC
SEND	Monitor outcomes and inclusion of students with SEND		N		MC		A	MC	MC
Pupil Premium	Monitoring strategies and impact for students eligible for Pupil Premium		N		MC		A	MC	MC
Behaviour, attendance and inclusion	Ensure student attendance is monitored and challenged in line with national guidance		N		N		A	MC	MC
	Fixed term or permanently exclude a student (beyond 15 days requires approval from Conduct Panel)		N				A		
	Review the decision to permanently exclude a student/direct reinstatement of a student		N				N		
Academy Calendar and Opening Hours	Setting term dates	N	A	N	A	N	I	N	N
	Setting opening and closing times for the academies		N	N	N	N	I	N	N

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	Stage	Complainant	Delegated Responsibility
Complaints	1 Informal	Parent/Carer	Member of Staff
	2 Informal	Parent/Carer	Subject Leader or Assistant Principal
	3 Formal	Parent/Carer	Principal
	4 Formal	Parent/Carer	CEO
	5 Formal	Parent/Carer	Governors/Trustees
	6 Formal	Parent/Carer	Secretary of State for Education
Complaints against the Principal	Formal	Parent/Carer	CEO/Governing Board
Complaints from outside Agencies	Formal	Ofsted	Principal/CEO
	Formal	ICO	Compliance/Principal/CEO

Governance Function		M	TB	FSC	CEO	FD	P	LGB	LAB	
Financial Oversight	Agree funding model for Trust	N	A	In	I		N	N		
	Agree budget parameters for academies	N	A	A	A/I		I	In	N	
	Appoint external auditors	A	In	In	N		N			
	Appoint Finance Director	N	A	In	In		N	N	N	
	Receive and respond to external auditor's report	N	A	M	I	I	N	N	N	
	Trust's Scheme of Financial Delegation: establish, monitor and review	N	A	In	In	In	N	N		
	Agree CEO Pay Award	N	A	In	N	In				
	Agree Executive Principal and Principal Pay Award		N	Af	Ai	In	N	In		
	Review and agree Pay Policy and Staff Appraisal Procedure		A	A	In	In	N	M		
	Agree Pay Progression Procedures for current year		N	A	In	In	N	M		
	Ensure robustness of benchmarking and Trust wide value for money			MC	MC	MC	I	In	In	
	Monitoring and reviewing management accounts/adherence to budget, including taking corrective action where required		A	MC	I	I	I	MC		
	Annual review of 3-year budget and approval		A	MC	I	I	N	N		
	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academy Trust Handbook and the Trust's procurement policy			MC	A	I	I	I	MC	

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	Delegated Duty	Value	Delegated Authority
Financial Oversight	Virements: Movements between nominal codes and cost centres with no overall impact on the bottom line	All	Finance Director
	Amendments to approved budget (year-end position must remain in surplus)	<£10K	Finance Director and one of, Executive Principal and Deputy CEO or Principal
		£10K - £50K	CEO and Finance Director
		£50K - £150K	Finance and Staffing Committee
		>£150K	Board of Trustees
	Write off of bad debts (where all other avenues have been pursued and there is no possibility of payment)	<£1K	Executive Principal and Deputy CEO/Principal
		£1K - £5K	CEO
		£5K - £10K	Finance and Staffing Committee
		>£10K	Board of Trustees
	Staff hiring and appointments	Budgeted post	Finance Director and one of Executive Principal and Deputy CEO or Principal
		Unbudgeted post	CEO and Finance Director
	Severance payments	Equal to or below contractual notice	CEO and Finance Director
		Above contractual notice	CEO and Finance and Staffing Committee
		>£50K	Prior approval from ESFA
	Requisitions for orders/invoice approval within approved budget	<£2K	Finance Manager
		£2K - £10K	Principal
		£10K - £25K	Finance Director
		£25K - £100K	CEO
		£100K - £250K	Finance and Staffing Committee
		>£250K	Board of Trustees
	Quotations, Contracts and tendering (subject to Purchase Order Exemptions stated in the Financial Regulations such as business rates and examination fees)	<£5K	Evidence that academies have sought value for money. Preferred supplier/catalogue
		£5K – UK Find a Tender Thresholds	Three written quotes
		>UK Find a Tender Thresholds	Formal tendering process overseen by FD

	Delegated Duty	Value	Delegated Authority
Financial Oversight	Finance Leases	All values	Finance leases are prohibited without express permission of the ESFA
	Operating Leases	Values and approvals per requisitions section	For longer-term commitments (>1year) the approval levels are per the requisitions section above with the value being the aggregate of all values over the period of the lease
	Amendments to the Bank Mandate and electronic banking permissions	N/A	Finance and Staffing Committee
	Bank account payments – BACS, cheques, direct debits	All	Any two signatories in accordance with the bank mandate or electronic banking permissions
	Petty cash payments	<£500	Trust Finance Staff
		>£500	Finance Director and CEO
	Disposal of assets through resale (<i>value based on purchase price</i>)	<£2K	Executive Principal and Deputy CEO/Principal
		£2K – £20K	CEO
		£20K - £100K	Finance and Staffing Committee
		>£100K	Board of Trustees
	Disposal of assets through write off (<i>value based on purchase price</i>)	Up to £10K	CEO
		£10K - £100K	Finance and Staffing Committee
		>£100K	Board of Trustees
	Transactions with connected parties	All related party transactions must be approved by the Finance Director in advance. The Finance Director is required to inform the ESFA in advance of any related party transaction and is required to seek prior approval where transactions with a specific related party exceed £20K in any financial year or they could be deemed novel, contentious and/or repercussive. Relates to an individual contract or agreement >£20K, or a contract or other agreement with the related party concerns exceeds, or continues to exceed, £20,000 in the same financial year ending 31 August.	
	Disposal of Land and Buildings	Prior written approval from the ESFA, and where applicable from the Lease holder. Refer to Finance Director for advice.	
Guarantees, Letters of Comfort or Indemnities	Academies must not enter into such Guarantees or Indemnities. If a request arises, refer to Finance Director for advice.		
Income Generation	Principal Any income generated belongs to each individual Academy for them to invest in the future learning of students and wider community.		
Insurance	Finance Director		

Governance Function		M	TB	FSC	CEO	FD	P	LGB	LAB		
Personnel	Appointment of CEO/Accounting Officer			A/I	N	In	In	In	N	N	
	Performance Management of CEO			A							
	Agree CEO pay and reward			A			N				
	Appointment of Finance Director			Ai	In	In		In	N	N	
	Appointment of Executive Principal/Principal at each Academy			In	N	Af			Ai/I	N	
	Performance Management of Executive Team			N		A					
	Agree Principal pay and reward			N	In	A	N	N			
	Appointment of cross-Trust staff (in line with recruitment policy) *Approver agreed within Executive Team		SLT		Af	N	Ai/I	In	In	N	N
			Other staff		N	N	A*	A*	A*	N	N
	Appointment of Academy SLT (excluding Principal) *Approver agreed within Executive Team		Vice Principal		In	N	Af	In	Ai	In	N
			Assistant		N	N	In	In	A	In	N
	Determine Executive Team staffing structure			Af	Ai	I					
	Dismissing CEO			A	N	N	I	N	N	N	
	Dismissing cross-Trust Staff		Disciplinary		A	N	In	I	N	N	N
			Capability or Probation		N	N	A	I	N	N	N
Dismissing Principal			A	N	In	I	N	N	N		

A/Af = final Approval	Ai = Initial Approval	MC =Monitor/Challenge	In = Input	I = Implement	N = Notify
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Governance Function		M	TB	FSC	CEO	FD	P	LGB	LAB
	Adherence of safer recruitment and DBS compliance		N	N	MC	I	I	N	
	Dismissing all Academy staff excluding Principals	Disciplinary	N	N	In	I	In	A	N
		Capability or Probation		N	N	N	I	A	N
Policies and Terms of Conditions	Establishing Trust wide Manual of Personnel Practice in accordance with all appropriate regulations		MC	A	I	I	I	I	N
	Setting Terms and Conditions of Employment and Staff Handbook		A	I	I	I	I	MC	N
	Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)		MC	A	I	I	I	MC	N
	Reviewing policies within the Manual of Personnel Practice		MC	A	I	I	I	MC	N
Central Services	Determining and allocating central services provided to the academies by the Trust		In	In	A	In	N	N	N
	Overseeing the effectiveness of services provided to the academies centrally by the Trust		MC	N	I	N	MC	N	N
	Arranging insurance for the Trust		N	MC	N	A	N	N	
Compliance	Information management (including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records (staff, student))		A	MC	MC	I	I	MC	N
	Ensure websites are compliant with national regulations		A	MC	MC	MC	MC	MC	N
Estates	Ensure Health and Safety leadership and management structures are set and plans implemented		A		I	I	I	MC	N
	Planning, Appointing, Drafting and Approval of Health and Safety policies		A		I		In		
	Ensure the estates strategy is fit for purpose and recommend to the Board		A	In	I	In	In	In	N

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