



## **SCHEME OF DELEGATION**

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FOR ATTENTION OF: All Colleagues  
PREPARED BY: CEO  
DATE: November 2020

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# Introduction

The OAK Multi Academy Trust Board of Trustees (Trustees) are accountable in law for all major decisions about their academies. It is vital that the decision to delegate a function is made by the full board of trustees and is recorded. Without such delegation, the individual or committee has no power to act.

This Scheme of Delegation is the key document defining the lines of responsibility and accountability in our trust. It is a simple yet systematic way of ensuring that the Members, Trustees (Trustees), Executive Leaders, Governors and Head Teachers are all clear about their roles and responsibilities. This overarching scheme of delegation for all decision making in the trust should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook.

Some governing Bodies joining a new trust may assume that they will continue to function as they did when they were a governing body of a maintained school. However, when joining a trust these school-based committees are appointed by the OAK Board, and the Board has the power to appoint and remove committees at any time.

A detailed yet clear scheme of delegation supports effective governance and school operations by ensuring that responsibilities and accountabilities are clearly identified, and is a supportive tool that can be relied upon to enable effective and robust internal controls.

Strong governance is essential to the way that OAK operates, and we value all members of our governance system immensely. Everyone has a role to play, and we thank them for being part of OAK.

This scheme of delegation is designed to:

- Promote a culture of honesty and accountability
- Ensure the Executive Leaders are clear about which decisions the OAK Multi Academy Trust Board remains in control of
- Identify responsibility for the appointment and performance management of the CEO/Executive and Heads of School/Head Teachers
- Ensure that the role of the Executive Leadership is fully understood throughout the trust
- Identify responsibility for policy and practice in each school
- Identify responsibility for oversight of educational performance in each school
- Identify responsibility for oversight of each school's budget
- Identify responsibility for assessment of risk in each school

The OAK Multi Academy Trust Board appoint the Chief Executive Officer (CEO), to whom it delegates responsibility for delivery of its vision and strategy, and will hold the CEO to account for the conduct and performance of the trust, including the performance of the academies within the trust, and for its financial management.

In turn, the CEO line manages other senior executives and the academies' Head Teachers; setting their targets and performance managing them. The Board delegates some of its school level monitoring and scrutinising functions to LGBs, and uses these committees to promote stakeholder engagement and as a point of consultation and representation.

Trustees do not normally sit on school LGBs, and so lines of communication to the Board must be clearly established.

Local Governing Bodies, whilst not line managing the school's Headteacher, are positively involved in ensuring the performance management appraisal of the Headteacher is reflective of the experience in the school through involvement in the annual performance management process. LGBs are constituted sub-committees of the Board of Trustees and therefore have the authority to require evidence, supporting information and other details as required from staff in the school to enable them to discharge their duties.

# Principles

1. The OAK Multi Academy Trust (OAK) is an exempt educational charity.
2. Our aim for OAK is to improve the life chances of children and young people by raising aspiration and fulfilling potential.
3. The OAK Board of Trustees (BoT) is clear that it has responsibility to ensure that all statutory obligations to our pupils, students, parents, the Department for Education and the Education and Skills Funding Agency are met.
4. Oak's BoT's intention is to provide a framework via the Scheme of Delegation within which Central Team Staff, Local Governing Bodies (LGB) and School Headteachers and can make decisions to meet the needs of pupils, students and where appropriate, the wider community.
5. Everything we do is about the future of our pupils and students.
6. We are fully inclusive and welcome children from vulnerable groups.
7. We participate in Local Authority admissions arrangements.
8. We are not selective.
9. We provide on-going high quality professional development for all our staff.
10. We follow the School Teachers Pay and Conditions and National Joint Council conditions of service.
11. We seek to work positively with trade unions.
12. We play our full role in Fair Access and hard to place protocols.
13. We always put collaboration before competition.
14. We believe in sharing information with other providers, employers and all agencies supporting children and young people.

# Our beliefs

## Values

We believe in excellence of education for every child, no matter their starting point.

We believe that we do this best by fostering a **culture of trust**, and **working in collaboration**, both internally and externally, wherever it adds value to our children.

We expect everyone to **act with integrity**, focus on the impact on children, and to **share accountability** for our successes.

## Vision

Oak is a valued and integral part of the communities we serve, where children benefit from an outstanding education. Everyone has the same opportunities and is supported to flourish. We work together, between our schools and with others, to provide a spirit of partnership and to enable continuous development. Our students grow up in a nurturing environment, where they are intellectually challenged, and develop self confidence in their ability to solve problems through applying their knowledge and skills, fully ready for the next stage of their lives.

# Members

The Members are a group of individuals who have ultimate responsibility for the governance arrangements of the Trust, and the 'keepers of the vision'.

They have different responsibilities to Trustees, and their principles responsibilities and authorities are to:

- Appointment, and removal, of Members, as appropriate.
- Ensure at all times that there a minimum of three Members
- Appoint (up to 5) Trustees to the Trust Board to ensure that the Objects of the Trust are carried out appropriately
- Removal of Trustees

The Articles of Association indicate that the Object of the Trust is:

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*to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum ("the mainstream Academies") or educational institutions which are concerned with providing full-time or part-time education for children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless alternative provision is made for them ("the alternative provision Academies") or 16 to 19 Academies offering a curriculum appropriate to the needs of its students ("the 16 to 19 Academies") or schools specially organised to make special educational provision for pupils with Special Educational Needs ("the Special Academies")*

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The current list of Members is available on the Trust website at [www.Oaktrust.org](http://www.Oaktrust.org), and at [www.get-information-about-schools.gov.uk](http://www.get-information-about-schools.gov.uk)

## Board of Trustees (BoT)

The Board of Trustees are the Directors of the legal entity, and have responsibilities as such under the Companies Act, the Charities Act, and other relevant legislation.

We use the term Trustees to similarly indicate Directors.

The BoT agrees the strategy for the Trusts, and is responsible for the oversight of the Executive Officers and staff in accordance with the Articles of Association, the Memorandum of Association, the Funding Agreements, and the Academies Financial Handbook.

It sets the Scheme of Delegation which lays out which powers and responsibilities are delegated to other groups or individuals, and which powers are reserved for the Board. The Board can review the Scheme of Delegation at any time, and has the right to review, add, adapt, or remove delegations in the way it deems appropriate.

It is an expectation of the BoT that any Trustee cannot similarly serve on the Local Governing OAK of any the Trust's constituent academies, to avoid potential or perceived conflict of interests.

The current OAK Board of Trustees are listed on the Trust website at [www.Oaktrust.org](http://www.Oaktrust.org)

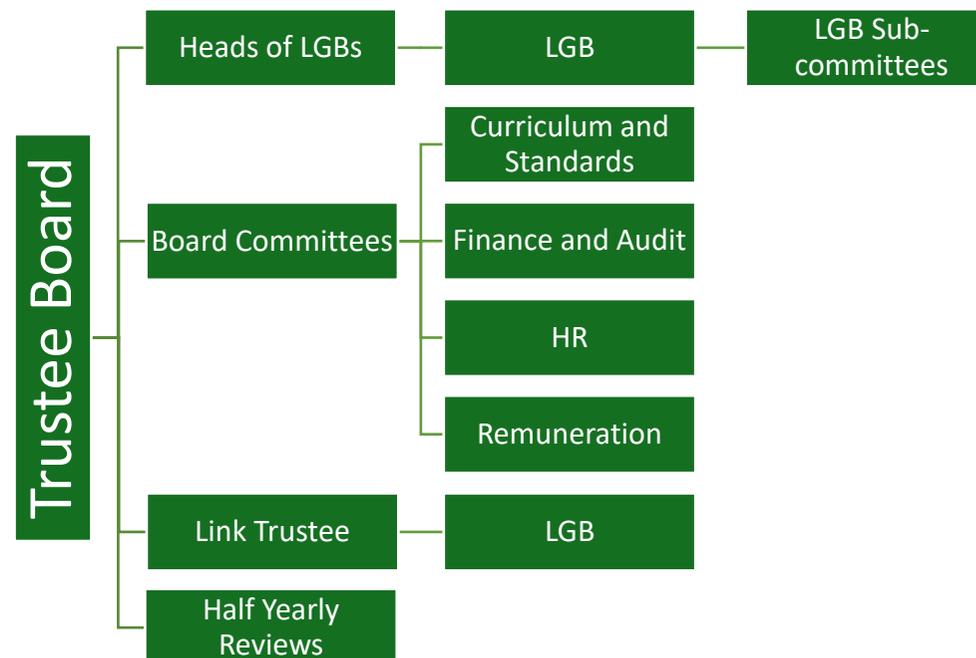
Board members act collectively: with the exception of the CEO they do not have individual executive authority. Each School is ultimately governed by the Trust.

The powers and responsibilities of Trustees are laid out in the Articles of Association, but broadly are described as:

- To manage the business of the Trust.
- To expend the funds of the Trust in such manner as they shall consider most beneficial for the achievement of the Objects.
- To invest in the name of the Trust such part of the funds as they may see fit.
- To enter into contracts on behalf of the Trust.
- In exercising these powers and functions, the Trustees may consider any advice given by the CEO and any other Executive Officer.
- Any bank account shall be operated by the Trustees in the name of the company and cheques shall be signed by at least two signatories authorised by the Trustees.
- The Trustees may appoint separate committees for each School and should determine constitution, membership, proceedings and Terms of Reference. Terms of Reference are to be reviewed annually.

- Trustees may delegate to any Director, committee, the CEO or any other Executive Officer, such of their powers or functions as they consider desirable. Delegation may be subject to conditions and may be revoked or altered. Any exercise of this power is to be reported to the next Trustees' meeting.
- To appoint the CEO and Headteachers of the Academies. Trustees may delegate such powers and functions as required by the CEO and Headteachers for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Trustees and for the direction of the teaching and curriculum at the Academies).
- To comply with obligations under the Companies Act and Charities Act with regards to the preparation and filing of the annual report, accounts and confirmation statement/annual return.
- To ensure sufficient familiarity with the operations and performance of each school to inform discussions and decisions on organisational strategy and to hold the CEO to account

Members of the Executive Team are invited to attend Board meetings at the request of the Trustees. Governance arrangements are summarised below:



## Sub-committees

The Trust Board has established various sub committees to enable its work, and to facilitate robust support and challenge to the Executive. These committees have their own Terms of Reference, meet regularly and report to the Board in turn. The terms of reference are available on the Trust website, and attendance details are published in the Annual Accounts. A governance handbook will be published in Autumn Term 2020. Each School also has its own Local Governing Body (LGB). This LGB is a sub-committee of the full Board, and are established under the powers given to Trustees in the Articles of Association.

## Committees

The Trust has established the following Committees, which are constituted of Trustees, and others whom the Board choose to appoint for relevant experience, expertise or skills.

- Curriculum & Standards
- Finance and Audit
- HR
- Remuneration (meets annually)

## LGBs

Each School LGB shall have a minimum of 5 members, with a recommendation of a maximum of 9, although this will be at the discretion of the LGB. The Trust follows the DfE guidance in relation to membership of LGBs and will ensure that there at all times at least 2 parents on each LGB.

The guidance indicates that:

- The Trust must appoint a majority of members;
- There should be a minimum of two parent members;
- The School Headteacher is a member of the LGB; and
- Academies can choose to have staff as members of the local Body but the total number of staff members must not exceed one third of the total membership.

The Terms of Reference for LGBs identify how appointments can be made to LGBs

LGBs meet Termly, and will work to an agenda of standardised items provided in the Terms of Reference, but are free, under the remit of the LGB's elected Chair, to add additional items. The Trust requires each LGB to establish at least the following two sub-committees to support the leadership of the school, and to hold them to account.

- Resources
- Curriculum Standards

## Chairs of LGB Committee

The Chairperson of each LGB will also sit upon this Committee, which will meet termly with the Chair of Trustees and the Chief Executive, to receive feedback, discuss any areas of concern, and to share information about future plans of the Trust. This Committee meets termly, and in advance of the full Trustee Board meeting

## Link Trustees

Each School has a Trustee assigned to develop a closer working relationship to ensure familiarity at the Trustee level of the school's operations. The Trustee has the rights to attend LGB meetings, but is not a member of the LGB. It is not anticipated that the Link Trustee will attend every LGB but they should develop a working relationship with the Headteacher and the members of the LGB.

## Half Yearly Reviews

The Trust will host 2 meetings per year of the Board, Headteachers and Governors to share insights into progress and activities over the last 6 months, and to discuss and share plans for the coming period. This is a meeting designed to facilitate team cohesiveness, sharing of activities and creating a focus on strategy and the Trust's future direction.

## Chief Executive Officer

The Trust Board delegates responsibility to the CEO for the effective operation of the day to day elements and performance of the Trust, including the educational and operational performance. The CEO therefore line manages the Headteachers and the executive leadership structure is established on this basis.

As there is the delegation of some governance functions to LGBs, it is usual for the CEO to seek input from the Chair of the LGB when undertaking the Headteacher's performance management.

The CEO fulfils the statutory position of Accounting Officer

The CEO leads the executive team of the academy trust. The CEO will delegate executive management functions to the executive management team and is accountable to the Trust Board for the performance of the executive management team.

## Executive Team

The CEO heads the Executive Team which comprises the Headteachers of each school, the CFOO, and the Head of QA and SI. This group plays a pivotal role in shaping the way that the strategy is enacted in daily operations. The CEO will discuss with the Executive Team school performance, key issues, strategic development, cross Trust collaboration, and new initiatives, to ensure wide input into decision making and to maximise the effectiveness of the Trust. This group is responsible for ensuring that all schools are working towards the Trust ethos, and for offering support to others as needed.

The Executive Team collectively provides the expert voice of education and learning in the schools. They contribute to the strategic vision and direction of the Trust and provide a key discussion forum in which decisions are debated, scrutinised and challenged.

The Executive Team provides leadership of learning within the schools and keeps learning and outcomes at the heart of the vision and strategy of the Trust.

The Executive Team is at the heart of all planning and implementation of vision and strategy. The Executive Team will question and provide challenge in order to support sound decision-making and a high level of ownership and "buy-in" within the school communities.

# Governance Levels of Authority

| <b>Delegated Duty</b>                    | <b>Delegated Authority</b> | <b>Comment</b>    |
|--|----------------------------|-------------------|
| Review and amend Articles of Association | Members                    | On recommendation |

## Curriculum and other Levels of Authority

| Delegated Duty                                  | Delegated Authority  | Comment  |
|---|--|--|
| Establish Curriculum Statements for each school | Headteachers   | In consultation with the LGB. To be agreed with the CEO before changes approved.   |
| Exam Boards followed                            | Executive Team   | Consistency across Trust required to allow for synergies of Trust working  |
| Content of curriculum                           | Headteachers   |  |
| Admissions                                      | <p>LGB for annual review of policy and administration of admissions. Where no policy changes are proposed, consultation on the policy must take place at least once every seven years.</p> <p>BoT for any changes to a School admissions policy.</p> | <p>All OAK schools, will participate where possible in the Local Authorities admission procedures for primary academies and for 11–16 in secondary academies.</p> <p>For post16 students, a School may determine arrangements, taking into account Local Authority admission policies.</p> <p>Any proposals to change admissions arrangements agreed on conversion must be submitted to the OAK BoT for approval and then must be submitted to the Local Authority for consultation.</p>   |
| Health and Safety                               | <p>Trust Board</p> <p>Headteacher</p>  | <p>It is the responsibility of the Trust to ensure that a general policy on the management of health and safety is in place, that this policy is communicated to all employees and that appropriate systems and procedures are in place to secure effective implementation of that policy.</p> <p>The operational compliance of this function is delegated on a day to day basis to the <b>Headteachers</b> of the academies. Overall compliance with this requirement is monitored by the Finance and Audit Committee on behalf of the BoT.</p> |

| Delegated Duty | Delegated Authority  | Comment  |
|----------------|--|--|
| Safeguarding   | CEO<br><br>Headteacher, LGB and School Designated Safeguarding Lead (DSL). | <p>It is the responsibility of the Trust to ensure that policies on the safer recruitment of staff, on dealing with allegations against staff, supporting pupils with medical conditions and a staff code of conduct for working with children are in place, that these policies are communicated to all employees and that appropriate systems and procedures are in place to secure effective implementation of these policies.</p> <p>In the event of safeguarding or child protection concerns relating to the conduct of any employee, the CEO is empowered to take immediate action. All action taken under this power is subject to review by the next meeting of the BoT.</p> <p>All Academies <b>must</b> ensure that their safeguarding and child protection policies comply with the relevant Local Children's Safeguarding Board requirements and review these policies on at least an <b>annual basis</b> or when relevant statutory guidance is updated.</p> |

## Budget Setting

Budget setting is based upon a zero based budgeting principle, co-ordinated and owned by the CFOO. The Board will review and approve a 3 year budget by 30 June every year.

| Delegated Duty               | Delegated Authority | Comment  |
|------------------------------|---------------------|--|
| School budget approval       | BoT                 | Per CEO recommendation.  |
| Budget development           | Headteacher / CFOO  | Consultation expected with LGBs for feedback   |
| Consolidated budget approval | BoT                 | Consolidated budget and per school budget to be presented to BoT before end of June annually |

All academies within the Trust are expected to comply with the following budgeting guidelines:

- Academies must set a balanced in year budget (Structural changes such as lagged funding variances arising from age range change can be adjusted for)
- Academies should be working towards reserves of 10% of GAG. Reserves can be used for specific projects as approved by the Board, but cannot be used to underwrite annual revenue expenditure activities.
- ICFP metrics should be used when building the budget and will be regularly reviewed by the CFOO.

## Financial Levels of Authority

| Delegated Duty                                | Delegated Authority   | Comment   |
|---|---|---|
| Capital works                                 | <ul style="list-style-type: none"> <li>▪ See comments</li> </ul>  | <p>Any capital or capitalised revenue projects will be approved in accordance with the below structure:</p> <ul style="list-style-type: none"> <li>▪ Up to £10,000- Budget Holder. Selection from preferred supplier list unless agreed otherwise with CFOO.</li> <li>▪ £10,001 to £50,000 - As above plus CFOO. Minimum of three quotes.</li> <li>▪ £50,001 to £100,000 - As above plus Formal tendering process, including advertising in OJEU (if over the OJEU threshold), plus CEO</li> <li>▪ Over £100,000- As above plus BoT.</li> </ul> |
| Capital Programme Contract Variations         | <p>School Headteacher- If within agreed programme budget/ contingency.</p> <p>OAK CFOO - if exceeding agreed programme budget/ contingency.</p> | <p>It is suggested that a 10% contingency is built into all programmes to allow for some local contract variation during the programme.</p>   |
| Capital Programme<br>Devolved Formula Capital | <p>School<br/>(in budget development process)</p>   | <p>All OAK Academies will include the Devolved Formula Capital allocation (estimated using forecast pupil numbers) within the revenue budget for the School to fund general repairs, maintenance and replacements.</p>  |

| Delegated Duty   | Delegated Authority | Comment  |
|--|---------------------|--|
| <p>Capital Programme<br/>(Condition Improvement Fund or, in time, School Condition Allocation)</p> | <p>CEO Board</p>    | <p>Strategic priorities at Trust level will form part of recommendations from the CEO to the BoT.</p> <p>The Resources Committee of the BoT will monitor delivery against these strategic priorities.</p> <p>Projects within CIF will be approved by the CFOO, in consultation with the Board</p> <p>Projects within the SCA will be approved by CFOO , in consultation with the Board.</p> <p>Under exceptional circumstances, operational requirements may require executive action – all such action will be reported to the BoT at the earliest opportunity.</p> |
| <p>Income Generation</p>   | <p>Headteacher</p>  | <p>Any income generated belongs to each individual School for them to invest in the future learning of the pupils/ students.</p> <p>Authorisation to raise invoices to collect income will be approved in accordance with the Finance and Assets scheme of delegation</p> <ul style="list-style-type: none"> <li>▪ Up to £10,000 - Headteacher.</li> <li>▪ £10,001 to £50,000 - As above plus CFOO.</li> <li>▪ Over £50,000 - As above plus CEO.</li> </ul>  |
| <p>Insurance/ Risk Pooling arrangements</p>  | <p>CFOO</p>         | <p>Oak will ensure that all Academies receive value for money for their insurance.</p>   |
| <p>Investments</p>   | <p>BoT</p>          | <p>Oak invests any surplus monies in accordance with the treasury management and reserves policies approved annually by the BoT.</p>   |

| Delegated Duty                         | Delegated Authority       | Comment   |
|--|---------------------------|---|
| Permanent Exclusions                   | Headteacher               | All Academies will follow DfE guidance for permanent exclusions and independent permanent exclusion appeals.  |
| Private Finance Initiative (PFI)       | BoT                       | Any changes or new PFI contracts require approval by the BoT.<br>Where capital projects are approved within PFI buildings, Trust procurement requirements must be followed.   |
| Service Level Agreements/<br>Contracts | OAK – Framework contracts | <p>Academies should use OAK Framework contracts where these are in place, unless better value can be demonstrated, <b>in advance</b> of any procurement activity.</p> <p>Procurement for all contracts (term agreement) must follow the OAK procurement requirements and the approval levels laid out below.</p> <ul style="list-style-type: none"> <li>▪ Up to £1,000- Budget Holder. Selection from preferred supplier list unless agreed otherwise with CFOO.</li> <li>▪ £1,001 to £5,000 (£10,000 Secondary) – As above plus Headteacher.</li> <li>▪ £5,001 (£10,000 Secondary) to £50,000 - As above plus CFOO. Minimum of three quotes.</li> <li>▪ £50,001 to £100,000 – As above plus Formal tendering process, including advertising in OJEU (if over the OJEU threshold), plus CEO</li> <li>▪ Over £100,000- As above plus BoT.</li> </ul> |

| Delegated Duty                                       | Value                                   | Delegated Authority   | Notes   |
|--|---|---|---|
| Ordering goods and services (approving requisitions) | Up to £1,000                            | Budget Holder   | Selection from preferred supplier list unless agreed otherwise with CFOO.   |
|  | £1,001 to £5,000<br>(£10,000 Secondary) | As above plus Headteacher   |   |
|  | £5,001 (£10,000 Secondary) to £50,000   | As above plus CFOO  | Minimum of three quotes.  |
|  | £50,001 to £99,999                      | Formal tendering process, including advertising in OJEU (if over the OJEU threshold), plus CEO            |   |
|  | Over £100,000                           | As above plus BoT   |   |
| Operating leases or contracts over 1 year            | Any                                     | All contracts and leases must be approved in line with the above and signed centrally by the CEO or CFOO. | OAK does not require ESFA approval for operating leases except for some transactions relating to land and buildings.<br>Any lease arrangement must maintain the principles of value for money, regularity and propriety whether or not ESFA's prior approval is required. |

| Delegated Duty  | Value              | Delegated Authority   | Notes   |
|---|--------------------|---|---|
| Finance leases  | Any                | All finance leases must be referred to the CFOO as ESFA approval is required.   | <p>ESFA prior approval must be sought for the following leasing transactions:</p> <ul style="list-style-type: none"> <li>▪ taking up a finance lease on any class of asset for any duration from another party (borrowing).</li> <li>▪ taking up a leasehold or tenancy agreement on land and buildings for another party for a term of seven or more years.</li> <li>▪ granting a leasehold interest, including a tenancy agreement, of any duration, on land and buildings to another party.</li> </ul> |
| Signatories for cheques, BACS payment authorisations and other bank transfers | Any Single Payment | <p>Two signatories from:</p> <ul style="list-style-type: none"> <li>▪ CEO</li> <li>▪ CFOO</li> <li>▪ Headteacher</li> <li>▪ Deputy Heads</li> </ul> <p><b>Over £20,000</b></p> <p>Two signatures required of which one <b>must</b> be the CFOO</p> <p><b>Over £100,000</b></p> <p>Three signatures required of which one <b>must</b> be the CEO</p> |   |

| Delegated Duty   | Value                  | Delegated Authority  | Notes   |
|--|------------------------|--|---|
|  | Any Bulk/Group payment | <ul style="list-style-type: none"> <li>As above for bulk payments upto £200,000</li> </ul> <p><b>Over £200,000</b></p> <p>One of the signatures <b>must</b> be the CEO</p> |   |
| Payroll Payments   | Any                    | HR Manager, via outsourced payroll company   |   |
| Purchase or sale of any freehold property  | Any                    | ESFA approval required   | All discussions with ESFA will be carried out by the CFOO / CEO. Please notify the CFOO in the first instance.    |
| Disposal of other assets   | Up to £5,000           | Headteacher and Bus Manager  |   |
|  | £5,000 to £45,000      | As above plus CFOO   |   |
| Write off of bad debts   | Any                    | CFOO   | In some circumstances, ESFA approval may be required.   |
| Granting or take- up of any leasehold or tenancy agreement exceeding three years | Any                    | ESFA approval required   | All discussions held with ESFA will be carried out by the CFOO/CEO. Please notify the CFOO in the first instance. |

| Delegated Duty                     | Value              | Delegated Authority           | Notes |
|------------------------------------|--------------------|-------------------------------|-------|
| Raising invoices to collect income | Up to £5000        | Finance Officer within School |       |
|                                    | £5,001 to £10,000  | As above plus Headteacher     |       |
|                                    | £10,001 to £50,000 | As above plus CFOO            |       |
|                                    | Over £50,000       | As above plus CEO             |       |

## HR Levels of Authority

| Appointments  |   |
|---|---|
| <p><b>All appointment panels must contain at least one member who has undertaken Safer Recruitment Training.</b> Please see the Trust's Safer Recruitment policy for further details.</p> |   |
| CEO, CFOO   | Trust Board (minimum of 3 members).   |
| Executive Team appointments   | A panel including CEO, Members of Executive Team, and an invitation to Board Members  |
| Headteacher   | A panel of three from Board Members, CEO, Members of LGB, Members of Executive Team.  |
| Heads of Central Functions e.g. HR, Finance, Facilities, ICT etc.   | CEO , CFOO, and HR, and others as directed by the CEO   |
| Deputy Headteacher  | A panel of minimum three from CEO, Headteacher, Deputy Heads and HR. A Member of the LGB will also be part of the panel.                    |
| Assistant Headteacher and SLT Support Staff   | Headteacher, Deputy Headteacher and 1 other as determined by the Headteacher. This may be a member of the LGB.                              |
| Associate Assistant Headteacher   | Headteacher, Deputy Headteacher and 1 other as determined by the Headteacher. This may be a member of the LGB.                              |
| Head of Department/Faculty  | Headteacher, appropriate Director of Subject (if applicable) and 1 other as determined by the Headteacher. This may be a member of the LGB. |
| TLR Posts   | Headteacher (or nominated representative), Director of Subject (if applicable) and Head of Department.                                      |
| All other School Teaching posts   | Headteacher (or nominated representative), Director of Subject (if applicable) and Head of Department.                                      |

| <b>Appointments</b>                            |  |
|--|--|
| Trust Central teaching posts                   | CEO, Headteachers, Executive Team  |
| All Support Staff posts (other than SLT posts) | School - Business / Finance Manager or equivalent and 1 other determined by Headteacher.<br>Central - CFOO and 1 other as determined by the CEO. |

### Disciplinary Cases and Dismissals

**For all disciplinary cases and dismissals the following delegation model shall apply:**

| Posts                              | Delegated Authority | Appeal   |
|------------------------------------|---------------------|--|
| CEO                                | Board Member        | 2 Board Members including one of Chair or Vice Chair |
| Executive Team                     | CEO                 | 2 Board Members                                      |
| Headteacher                        | CEO                 | Board Members  |
| Deputy Headteacher and SLT Members | Headteacher         | CEO and Executive Team                               |
| All other School posts             | Headteacher         | 2 of Executive Team                                  |
| All other Group posts              | CFOO                | CEO  |

| <b>Grievance</b>                   |                            |  |
|------------------------------------|----------------------------|--|
| <b>Posts</b>                       | <b>Delegated Authority</b> | <b>Appeal</b>  |
| CEO                                | Board Member               | 2 Board Members including one of Chair or Vice Chair |
| Executive Team                     | CEO                        | Board Members  |
| Headteacher                        | CEO                        | Board Members  |
| Deputy Headteacher and SLT Members | Headteacher                | CEO and Executive Team                               |
| All other School posts             | Headteacher                | 2 of Executive Team                                  |
| All other Group posts              | CFOO                       | CEO  |

| <b>Other HR Functions</b>                         |  |
|---|--|
| <b>Function</b>                                   | <b>Delegated Authority</b>   |
| Settlement agreements up to and including £10,000 | HR Manager to complete business case documentation. CFOO to agree terms. CEO to sign       |
| Settlement agreements in excess of £10,000        | HR Manager to complete business case documentation. CEO & CFOO to agree terms, CEO to sign |
| Settlement agreements in excess of £50,000        | As above plus approval to be sought from the ESFA  |
| <b>Signature of Letter of Appointment</b>         |  |
| <b>Signature of Letter of Appointment</b>         | <b>Delegated Authority</b>   |
| Members   | Chair of Members   |
| Trustees  | Chair of Board   |
| CEO   | Chair of Board   |
| Headteacher                                       | CEO  |
| Executive Team                                    | CEO  |
| Central Posts                                     | CFOO   |
| All school based posts                            | Headteacher  |
| Teachers Pay – Threshold/UPS                      | Headteacher  |

| Function  | Delegated Authority  |
|---|--|
| <p><b>Acting up Payments/Additional Payments and other temporary payments</b></p> <ul style="list-style-type: none"> <li>▪ CEO</li> <li>▪ Headteacher</li> <li>▪ Deputy Headteacher</li> <li>▪ All other School staff</li> <li>▪ Central based staff</li> <li>▪ Any additional payment for external work</li> </ul> | <ul style="list-style-type: none"> <li>▪ Chair</li> <li>▪ CEO</li> <li>▪ Headteacher, after agreeing terms with CFOO</li> <li>▪ Headteacher, after agreeing terms with CFOO</li> <li>▪ CEO</li> <li>▪ CEO</li> </ul> |

| Function  | Delegated Authority  |
|---|--|
| <p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>▪ CEO</li> <li>▪ Executive Team members</li> <li>▪ Headteachers</li> <li>▪ Deputy Headteacher</li> <li>▪ All other Trust level posts</li> <li>▪ All other School posts</li> </ul> | <ul style="list-style-type: none"> <li>▪ Chair of Board plus 1 other Board member</li> <li>▪ CEO</li> <li>▪ CEO, with advice from LGB</li> <li>▪ Headteacher</li> <li>▪ Line Manager within the Trust</li> <li>▪ Line Manager as agreed In accordance with the list of agreed reviewers approved by the Headteacher</li> </ul> |
| <p><b>Staffing restructures</b></p>   | <p>CEO</p>   |
| <p><b>Contract changes</b></p> <p>Creation of permanent new posts</p>   | <p>CEO, on recommendation from Headteacher / CFOO</p>  |
| <p>Creation of temporary new posts of up to 1 year</p>  | <p>CEO, on recommendation from Headteacher / CFOO</p>  |
| <p>Change of contracts e.g. increase/decrease of hours, regrading, secondments, redesignation</p>   | <p>CEO, on recommendation from Headteacher / CFOO</p>  |

| Function   | Delegated Authority  |
|--|--|
| Revisions to Pay Policy and other related policies   | BoT, following recommendation from Remuneration Committee.   |
| Decision to make redundancies, remove roles, which are restricted to specific posts/grades, subject to max 5 posts | CEO  |
| Decision to make Redundancies, as part of a wider restructure likely to impact on several posts and grades         | BoT on recommendation from CEO.  |
| Authorisation of redundancy/early retirement payments  | CEO following recommendation from HR, CFOO and Headteachers, where appropriate.                                  |
| Determination of CEO's pay range   | BoT on recommendation from Remuneration Committee.   |
| Determination of pay range for an individual with a salary in excess of £80,000                                    | BoT on recommendation from Remuneration Committee.   |
| Determination of pay range for an individual with a salary less than £80,000                                       | CEO on the recommendation of HR, and Headteachers  |
| Determination of pay progression of the CEO  | BoT  |
| Determination of pay progression of Executive Team Members, Headteachers within their pay grade                    | CEO recommendation to the Remuneration Committee to be agreed by the BoT on the basis of Performance Management. |

| Function  | Delegated Authority   |
|---|---|
| Determination of pay progression of Deputy Headteachers within their pay grade  | CEO for salaries above £60k on the basis of Performance Management process.<br>For salaries below £60,000, Headteachers |
| Determination of pay progression of teaching posts below Deputy Headteacher within their pay grade (including Threshold)      | Headteacher on agreement, reported to the LGB on the basis of Performance Management.                                   |
| Administration of employment contracts, pay and conditions of services (with the exception of previous delegated authorities) | CF00 (with reference to the CEO, or Headteacher, as appropriate).   |

NB – Any other delegated authority not described above must be referred to the BoT for a decision.

The term ‘Headteacher’ includes Acting or Associate Headteacher posts.