



HARBOUR LEARNING TRUST

SCHEME OF DELEGATION

Control Sheet

Version number	1.4
Original date approved	17 th March 2021
Current date approved	16 th August 2021
Approved by	Board of Trustees
Status	Approved
Policy owner	Chief Executive
Policy location	Trust Policies
Target group	Staff, public

Document History:			
Version	Date of review	Author	Note of revisions
1.4	5 th August 2021	Executive Director of Finance and Operations	Change of company name to Harbour Learning Trust. Change corporate colour from green to blue. Add 10.12 – Decide on request for admission to a year group when full to PAN. Section 10 renumbered accordingly. Add 4.30 – Approve and authorise Grant funding declaration forms. In section 7 add the wording “all figures net of reclaimable VAT” for clarity around expenditure authorisation limits. Appendix 1 – Appointment of Assistant Principal – added Executive Principal to panel. Change of job title for Director of Finance and Operations to Executive Director of Finance and Operations.
1.3	17 th May 2021	Director of Finance and Operations	Change the term of office for parent and staff governors from 2 years to 4 years in line with the Terms of Reference. Remove the role of Director of School Improvement. Remove the reference to the Complaints policy needing reviewing.
1.2	15 th April 2021	Director of Finance and Operations	Delegated authority for dismissals, disciplinaries and grievances changed from a panel of 3 to an individual person. Approved by Chairs action.

Rationale

As a charitable company limited by guarantee, Harbour Learning Trust (the “Trust”) is governed by a Board of Directors also referred to as Trustees (the “Trustees”) who are responsible for, and oversee the strategic control, management and administration of the Trust and the academies run by the Trust.

The Trustees are accountable to external government agencies including the Department for Education (including any successor bodies) and Charity Commission 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.

The Trust entered into a Master Funding Agreement in August 2010 with each Academy being governed locally by a Supplemental Funding Agreement.

In order to discharge these responsibilities, the Trustees appoint people who are more locally based to serve on a council (the “Local Academy Council”) which has been established to ensure the good governance of the Academy and Trust overall.

This Scheme of Delegation explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the Academy, the respective roles and responsibilities of the Trustees and the Local Academy Council and the commitments to each other to ensure the success of the Academy.

This Scheme of Delegation has been put in place by the Trustees for all Trust Academies from the Effective Date in accordance with the provisions of the Trust’s Articles of Association (the “Articles”) and it should be read in conjunction with those Articles. References in this Scheme to numbered Articles are to the relevant clause of the Articles.

For the avoidance of doubt where any extant Trust policy conflicts with this Scheme of Delegation, then the Scheme shall take precedence. In all issues of interpretation, the decision of the Chief Executive, in conjunction with the Chair of the Trust Board, is final. Where policies and procedures are not included in this Scheme of Delegation these are a matter for the Chief Executive and where appropriate the Trust Board.

Under article 105 of the Articles of Association power is given to the Trust to delegate appropriate functions to sub committees. Panels do not have to be constituted by governors from a specific academy as it is the practice of the Trust to use governors from any Local Academy Council to serve on appropriate academy hearings, appeals or other committees.

General Information

Our Vision can be found on our website at www.harbourlearningtrust.com.

Harbour Learning Trust Academies

Each Academy is ultimately governed by the Trust (HLT). HLT shall have regard to (but for the avoidance of doubt shall not be bound by) any guidance as to the governance of the academies that the Secretary of State may publish. HLT will establish, for each Academy, a Local Academy Council, whose governors' role is to oversee the running of the academy on behalf of the Trust. The membership of the Local Academy Council shall be for HLT to determine. However, this document is intended to stress the critical role that the Local Academy Council has and their decision-making powers.

The Articles of Association, para. 105 and 106, set out that Trustees may delegate to any sub-committee such of their powers or functions as they consider desirable to be exercised by them. For the avoidance of doubt, Governors from any Local Academy Council can carry out linked governance visits to other academies on request from the Chair of the Trust or Chief Executive. Governors from any Local Academy Council can also sit on other academy local sub-committee (on request from the executive) such as (but not exclusive to) behaviour committee, complaints committee etc.

Communication between the HLT Board and Local Academy Council

The Board meet regularly, in accordance with the Academies Financial Handbook. Regular meetings are scheduled between members of the Executive Team and Chairs of the Local Academy Council. This provides an opportunity for information sharing and two-way communication between the HLT Board and Local Academy Councils.

The list of the current Trustees of Harbour Learning Trust (HLT) Board can be found on our website at www.harbourlearningtrust.com.

Key

A&F	Audit, Risk, Finance and Estates Committee
P&W	People and Welfare Committee
LAC	Local Academy Council
AIEB	Academy Interim Executive Board
CEO	Chief Executive Officer
EDoF&O	Executive Director of Finance and Operations
ExP	Executive Principal
SEF	Self-Evaluation Form
ESFA	Education and Skills Funding Agency
SCITT	School Centred Initial Teacher Training
H&S	Health and Safety

Composition of Local Academy Councils

Type of Member	Number	Term of Office	How they are elected
Chief Executive	1	Indefinite	N/A – by appointment as Chief Executive
Executive Principal	1	Indefinite	N/A – by appointment as Executive Principal
Principal of relevant Academy	1	Indefinite	N/A – by appointment as Principal
Sponsor Governor (including Chair and Vice Chair)	Up to 6	4 years	By HLT Board resolution. The Board will consider any representations made by the Local Academy Council when considering the re-election of the Sponsor Governor
Teaching staff Governor	1	4 years	Teacher election – secret ballot to be organised by the relevant Academy
Support staff Governor	1	4 years	Support staff election – secret ballot to be organised by the relevant Academy
Parent Governor	2	4 years	Parent election – secret ballot to be organised by the relevant Academy
Clerk to the Local Academy Council (non-voting)	1	Indefinite	To be appointed by the Local Academy Council
Non-member Observer	1	Indefinite	Executive Director of Finance and Operations or their nominated representative

Transfer of the above roles between academies should be agreed in advance by the CEO (in conjunction with the Chair of the Local Academy Council)

Composition of Combined Local Academy Councils (max of 3 Academies)

Type of Member	Number	Term of Office	How are they elected
Chief Executive	1	Indefinite	N/A – by appointment as Chief Executive
Executive Principal	1	Indefinite	N/A – by appointment as Executive Principal
Principal of relevant Academies	= to no. of academies	Indefinite	N/A – by appointment as Principal
Sponsor Governor (including Chair and Vice Chair)	Up to 6	4 years	By HLT Board resolution. The Board will consider any representations made by the Local Academy Council when considering the re-election of the Sponsor Governor
Staff Governor	= to no. of academies	4 years	1 Staff Governor will be appointed from each academy. Election – secret ballot to be organised by the relevant Academy
Parent Governor	= to no. of academies	4 years	1 Parent Governor will be appointed from each academy. Election – secret ballot to be organised by the relevant Academy
Clerk to the Local Academy Council (non-voting)	1	Indefinite	To be appointed by the Local Academy Council
Non-member Observer	1	Indefinite	Executive Director of Finance and Operations or their nominated representative

Composition of Academy Interim Executive Boards

Type of Member	Number	Term of Office	How they are elected
Chief Executive	1	Indefinite	N/A – by appointment as Chief Executive
Executive Principal	1	Indefinite	N/A – by appointment as Executive Principal
Principal of relevant Academy	1	Indefinite	N/A – by appointment as Principal
Sponsor Governor (if determined appropriate by the Chair of the Trust Board and Chief Executive)	Up to 6	4 years	By HLT Board resolution. The Board will consider any representations made by the Academy Interim Executive Board when considering the re-election of the Sponsor Governor
Clerk to the Academy Interim Executive Board (non-voting)	1	Indefinite	To be appointed by the Academy Interim Executive Board
1 other representative of the Trust Executive Team	1	Indefinite	As determined by the Chief Executive

N.B. The Chair of the Academy Interim Executive Board shall be determined within the Group at the first meeting.

Transfer of the above roles between academies should be agreed in advance by the CEO (in conjunction with the Chair)

Group Functions – as a multi academy trust we aim to have the greatest amount of impact with efficacy.

Budget setting - All final Academy and Group budgets must be submitted to the Board for ratification in time to meet ESFA deadlines. Principals, in conjunction with their Local Academy Council, will monitor the areas for which they are statutorily responsible.

HARBOUR LEARNING TRUST - DELEGATION OF POWERS - OVERVIEW

THE TRUST BOARD AND / OR CEO HAVE THE RIGHT TO WITHDRAW THE DELEGATION OF POWERS AT ANY TIME

Where any power or responsibility is not specifically itemised under this Scheme of Delegation, the Chair and / or the CEO will make a determination.

1. GOVERNANCE	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
1.1 Determine the objects of the Company	X										
1.2 Approve Deed of Variation and Articles of Association	X										
1.3 Review and approve Statement of Intent / Vision of the Trust		X									CEO to make recommendation to Board
1.4 Review and approve the Trust Values		X									CEO to make recommendation to Board
1.5 Authorise changes to the name of the company	X										
1.6 Determining the name of academies		X									
1.7 Review and approve the logo / branding of the company		X									
1.8 Review and approve the logo / branding of the academies		X									
1.9 Approving an academy to join the Trust through conversion, sponsorship or re-brokerage		X									
1.10 Review and approve the Trust Strategic Business Plan		X									CEO to make recommendation to Board
1.11 Review and approve the Scheme of Delegation		X									
1.12 Review and approve Trust Educational targets				X							
1.13 Receive annual review of governance	X										
1.14 Approve Trust policies		X									
1.15 Ensure that appropriate indemnity insurance is in place to cover the liability of Trustees	X										
1.16 Review and approve expenses policy for Trustees		X									
1.17 Establish subsidiary companies to carry on any trade or business for the purpose of raising funds for the Company	X										

GOVERNANCE (continued)	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
1.18 Ensure that accounts are prepared in accordance with the relevant Statement of Recommended Practice as if the Company was a non-exempt charity and Parts 15 and 16 of the Companies Act 2006 and filed with the Secretary of State and the Principal Regulator each Financial Year		X									
1.19 Approve Annual Report in accordance with the Statement of Recommended Practice as if the Company was a non-exempt charity and file these with the Secretary of State and the Principal Regulator each Financial Year		X									
1.20 Comply with obligations under Part 24 of the Charities Act 2006 (or any statutory re-enactment or modification of that Act) with regard to the preparation of an annual return to the Registrar of Companies and in accordance with the Statement of Recommended Practice as if the Company was a non-exempt charity and to the Secretary of State and the Principal Regulator each Financial Year		X									
1.21 Hold General Meetings in accordance with Articles of Association	X										
1.22 Review and determine whether any of Trustees' powers be delegated to a committee, CEO or other holder of executive office		X									
1.23 Review and approve the constitution, membership and proceedings of the Local Academy Councils		X									
1.24 Appoint and remove Members	X										
1.25 Appoint of up to 12 Trustees to represent the Trust as set out in Articles of Association	X										Note: Articles state that Members can appoint up to 12 Directors (Art. 50)
1.26 Co-opt Trustees as set out in the Articles of Association		X									Note: Articles do not state number for Co-Opting (Art 58)
1.27 Review and approve arrangements for the election of Parent Members of Local Academy Councils		X									
1.28 Authority to co-opt and remove members to Local Academy Councils (having regard to the views of Trustees)						X					
1.29 Review and approve appointment of the first Local Governors (i.e. newly established Local Academy Councils)		X									
1.30 Appointment of the Clerk to the Board of Trustees and to Committees		X									
1.31 Appoint Chair and Vice-Chair of Local Academy Councils		X									
1.32 Authority to appoint committees, determine constitution, membership and proceedings of committees		X									
1.33 Review and approve functions and proceedings of Local Academy Councils		X									
1.34 Authority to manage the business of the Company and exercise all the powers of the Company		X									

GOVERNANCE (continued)	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
1.35 Authority to expend the funds of the Company in such manner as they shall consider most beneficial for the achievement of the Objects (as delegated by Trustees)			X								
1.36 Authority to invest, in the name of the Company, such part of the funds as they may see fit and to direct the sale or transposition of any such investments and to expend the proceeds of any such sale in furtherance of the Objects (as delegated by Trustees)			X								
1.37 Duty to comply with the direction of Trust			X	X	X	X	X	X	X	X	
1.38 Duty to adhere to instructions given by CEO								X	X	X	This includes Leaders of Teaching School and SCITT
1.39 Instituting, settling or compromising any legal proceedings instituted or threatened against the Trust or submitting to arbitration or alternative dispute resolution any dispute involving the Trust		X									Board may delegate authority for investigation/action to CEO
1.40 Duty to inform CEO of any Ofsted visit or investigation										X	This includes Leaders of Teaching School and SCITT
1.41 Authority to respond to any investigation by a regulatory body (e.g. ESFA)		X									Board may delegate authority for investigation/action to CEO
1.42 Determination membership and roles of sub-committees of Local Academy Councils (having regard to any views of Trustees)						X					
1.43 Authority to hold LACs to account for performance of academies				X							
1.44 Monitor all Key Performance Indicators across the Trust							X				CEO to refer any identification of concern to Trustees
1.45 Accountability for challenging and monitoring academic standards and reporting to Trust Board						X					
1.46 Review and approve primary and secondary curriculums							X				
1.47 Review and approve academy session times							X				
1.48 Considering formal complaints (stage 2)										X	LAC sub-committee members can be drawn from across the Trust
1.49 Considering formal complaints (stage 3)						X					LAC sub-committee members can be drawn from across the Trust
1.50 Review and approve Published Admission Policy		X									
1.51 Ensure compliance of Admissions Policy							X				
1.52 Monitor and challenge pupil attendance of individual academies						X					Principals provide report to LAC
1.53 Monitor and challenge pupil attendance across the Trust				X					X		ExP provide report to CEO and Education Committee

GOVERNANCE (continued)	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
1.54 Authority to increase PAN at any academy		X									
1.55 Authority to change the name of any individual academy within the Trust		X									
1.56 Authority to exclude pupils							X		X	X	
1.57 Consideration of fixed term and permanent exclusions*						X					LAC sub-committee members can be drawn from across the Trust. All IRBs will be conducted within the Trust by trained stakeholders.
1.58 Monitor use of exclusions and attendance rates across the Trust				X							
1.59 Authority to determine academy holidays							X				Academies should, where possible, follow local arrangements
1.60 Authority to enter into Funding Agreements, leases and other legal processes relating to acquisition of academies into the Trust		X									
1.61 Directing Academy Trustees	X										

* Exclusions policy needs to be reviewed

2. PREMISES MANAGEMENT	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
2.1 Prepare reports in relation to buildings and facilities								X			
2.2 Ensure suitable programme of Estates compliance and strategy is in place								X			
2.3 Make recommendations to Trustees and Senior Leaders re: capital requirements / expenditure								X			
2.4 Accountability for the maintenance of the buildings and facilities			X								
2.5 Responsibility for maintenance of the buildings and facilities								X			
2.6 Review and approve Estates management strategy / plan		X									
2.7 Monitoring of Estates management strategy / plan			X								
2.8 Review and approve level of capital investment in buildings and facilities			X								
2.9 Determine priorities in relation to capital projects / expenditure			X								
2.10 Ensure premises staff have received relevant training in line with their role								X			
2.11 Approve disposal or acquisition of land and buildings		X									
2.12 Accountable for ensuring that appropriate insurance is in place across the Trust		X									
2.13 Ensure timely reports are produced to demonstrate statutory compliance in line with the Estates Strategy								X			
2.14 Monitor compliance of buildings across the Trust			X								
2.15 Monitor Health & Safety Action Plans for Academies						X					
2.16 Monitor Health & Safety Action Plans for Trust			X								
2.17 Receive and challenge accident near miss reports across the Academies						X					
2.18 Receive and challenge accident near miss reports across the Trust			X								
2.19 Incurring capital expenditure which is outside of that provided for within agreed budgets			X								
2.20 Hire of premises – complete appropriate paperwork in line with Lettings Policy										X	
2.21 Hire of premises – approve compliance check								X			
2.22 Hire of premises – approval							X				

3. EMPLOYMENT & HR	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
3.1 Review and approve policies and set pay terms for all staff including contracts, terms and conditions		X									
3.2 Provide a balance of challenge and support and hold the CEO to account on HR and Employment issues					X						
APPOINTMENTS & STAFFING STRUCTURE											
3.3 Appointment of staff											Please see appendix 1
3.4 Review and approve changes to Trust Executive staffing structure		X									
3.5 Review and approve staffing structure (below Leadership – academy based staff)							X				
3.6 Review and approve staffing structure (below Leadership – Centrally based staff)							X				
3.7 Review and approve the start date of new employees and readiness to start employment after appropriate checks undertaken								X			
3.8 Authority to direct workforce to work across the Trust							X				
3.9 Authority to deploy academy staff within an individual academy									X	X	
REDUCING STAFF & REDUNDANCY EARLY RETIREMENT											
3.10 Initial consultation with Trade Unions							X				
3.11 Consider applications for voluntary redundancy / Early Retirement (academy based staff) in line with policy										X	If the Principal is included in the restructure, in any form, this is undertaken by the person leading the restructure
3.12 Select staff for redundancy according to agreed criteria (academy based staff) in line with policy										X	If the Principal is included in the restructure, in any form, this is undertaken by the person leading the restructure
3.13 Consider representations from staff selected for redundancy (academy based staff)										X	If the Principal is included in the restructure, in any form, this is undertaken by the person leading the restructure
3.14 Consider applications for voluntary redundancy (Executive Leadership Team / Central Trust staff)							X				CEO or delegated person leading the restructure
3.15 Select staff for redundancy according to agreed criteria (Executive Leadership Team / Central Trust staff)							X				CEO or delegated person leading the restructure
3.16 Select staff for redeployment							X				CEO or delegated person leading the restructure
3.17 Ratify decisions from CEO / Principal / Lead of restructure		X									Chair of Trust Board to approve

3. EMPLOYMENT & HR (continued)	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
REDEPLOYMENT											
3.18 Approve role and relocation (All Staff)							X				
SALARY ISSUES											
3.19 Authority to review and determine salary of CEO		X									
3.20 Authority to review and determine Grouping and ISR of Principals and other leadership group staff		X									People and Welfare Committee to make recommendations to Board for ratification
3.21 Authority to review and determine salary of other Teachers based on recommendation of Principal following appraisal							X				Recommendations for exceptional performance to be agreed by CEO
3.22 Authority to review and determine salary of other staff based on recommendation of Principal following appraisal							X				Recommendations for exceptional performance to be agreed by CEO
3.23 Review and approve any re-grading claims across the Trust		X									People and Welfare Committee to make recommendations to Board for ratification
3.24 Consideration of salary appeals across the Trust					X						The committee or person who made the determination should hear the appeal
GRIEVANCE											
3.25 Grievance hearings											Please see appendix 3
DISCIPLINARY / DISMISSAL / CAPABILITY (INCLUDING MEDICAL INCAPABILITY)											
3.26 Disciplinary / Dismissal / Capability											Please see appendix 2
SUSPENSION											
3.27 Suspension											Please see appendix 2
GENERAL											
3.28 Overtime / Additional Hours / Flexible Working Requests											Please see appendix 4
3.29 Authorising of Settlement Agreements (ESFA approval required for amounts over £50,000)		X									Initial consideration by People & Welfare Committee with recommendation to Board for final approval

4 FINANCIAL MANAGEMENT PROCEDURES	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
4.1 Ensure compliance with ESFA Academies Financial Handbook		X									
4.2 Review and approve level of central charges to individual academies		X									A & F Committee to review and make recommendation to Board
4.3 Review financial management arrangements and delegation of authority at least annually		X									A & F Committee to review and make recommendation to Board
4.4 Prepare and monitor budgets								X			
4.5 Present draft Trust consolidated budget to Trustees								X			
4.6 Approve budget (academy and Trust level)		X									A & F Committee to review and make recommendation to Board
4.7 Monitor individual academy budget						X					Local Academy Council and Principal to monitor actuals vs budget for individual academies
4.8 Monitor consolidated Trust budget			X								Initial monitoring by EDoF&O in preparation for Committee meeting
4.9 Responsibility for ensuring budget is conducted in accordance with Academies Financial Handbook								X			
4.10 Accountable for ensuring budget is conducted in accordance with Academies Financial Handbook			X								
4.11 Review of proposed expenditure of prior year reserves			X								A & F Committee submit recommendations to the Board for approval
4.12 Review and approve the Reserves Policy		X									A & F Committee submit recommendations to the Board for approval
4.13 Ensure high standards of probity in the management of public funds in particular securing value for money around expenditure		X	X				X	X	X	X	
4.14 Ensure that funds are spent in accordance with legislation (regularity) and principles of parliamentary control (propriety)		X	X				X	X			
4.15 Monitoring and ensuring effective use of specific targeted resources e.g. Sports Premium and Pupil Premium for individual academies						X					
4.16 Review financial benchmarking at Trust level			X								
4.17 Production of Annual Financial Statements								X			
4.18 Overall responsibility for accounts of the company		X					X				CEO as Accounting Officer
4.19 Ensure appropriate procedures in place for safeguarding of funds (overall)		X									
4.20 Ensure that the Trustees are informed of any need for significant unplanned expenditure and options for identifying available funding							X	X			

4. FINANCIAL MANAGEMENT PROCEDURES (continued)	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
4.21 Responsibility to ensure that adequate financial risk management strategies are in place			X								
4.22 Ensure that financial risk management strategies are adhered to			X								
4.23 Determine how CEO's financial authority will be exercised where the substantive post holder is absent		X									
4.24 Approval of Annual Financial Statements		X									Members to receive Annual Financial Statements
4.25 Determining cost of school meals								X			
4.26 Approve cost of school meals			X								
4.27 Setting charges for extended services or other activities provided by or through academies								X			
4.28 Approve charges for extended services or other activities provided by or through academies			X								
4.29 Ensure that asset register is in place in line with financial procedures								X			
4.30 Approve and authorise Grant funding declaration forms							X				

5 INVESTMENTS	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
5.1 Recommend the opening of new financial institution accounts to Trustees			X								
5.2 Approve the opening of new financial institution accounts		X									
5.3 Recommend the list of approved institutions to Trustees			X								
5.4 Approve amendments to bank signatories and mandates		X									Chair of the Trust Board
5.5 Approve the list of approved institutions		X									
5.6 Recommend approval to any financial institution deposits to Trustees			X								
5.7 Give approval to any financial institution deposits		X									
5.8 Recommend approval to any investment product other than with a financial institution to Trustees			X								
5.9 Approval to any investment product other than with a financial institution		X									

6 DISPOSALS	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
6.1 Authorise disposal of equipment in line with financial procedures up to the value of £1,000								X			
6.2 Authorise disposal of equipment in line with financial procedures between £1,001 and £20,000							X				
6.3 Authorise disposal of equipment in line with financial procedures between £20,001 and £49,999			X								
6.4 Authorise disposal of equipment in line with financial procedures over £50,000		X									

7 PURCHASING GOODS OR SERVICES (in accordance with the Finance Regulations Manual – all figures net of reclaimable VAT)	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
7.1 Authorise expenditure up to £1,000										X	Can be delegated to budget holders
7.2 Authorise expenditure up to £5,000										X	
7.3 Authorise expenditure between £5,001 - £10,000									X		Minimum of three written quotes
7.4 Authorise expenditure between £10,001 - £20,000								X			Minimum of three written quotes
7.5 Authorise expenditure between £20,001 - £50,000							X				Minimum of three written quotes
7.6 Authorise expenditure between £50,001 - £150,000			X								Formal tendering process
7.7 Authorise expenditure above £150,001		X									Formal tendering process
7.8 Authorise payroll expenditure							X				
7.9 Approve all Trust Service Level Agreements							X				
7.10 Authorisation of contracts, variation or terminating contracts (up to £20,000)							X				Finance leases require ESFA Approval
7.11 Authorisation of contracts, variation or terminating contracts (between £20,001 and £100,000)			X								Finance leases require ESFA Approval
7.12 Authorisation of contracts, variation or terminating contracts (above £100,000)		X									Finance leases require ESFA Approval
7.13 Approve applications for commercial cards			X								A & F Committee to inform Trust Board of all approvals

8 AUDIT / RISK MANAGEMENT / INTERNAL ASSURANCE	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
8.1 Ensure that Trust Risk Management arrangements are in place		X									A & F Committee to make recommendations to the Trust Board
8.2 Responsibility to develop risk management strategies							X	X			
8.3 Agree the scope of the internal scrutiny work programme			X								
8.4 Consider Internal audit reports and, when appropriate, advise the Trustees of material controls issues			X								
8.5 Monitor the implementation of agreed recommendations relating to Internal Audit reports			X								A & F Committee to give progress updates to the Trust Board
8.6 Advise the Academy Trust on the appointment, reappointment, dismissal and remuneration of the external auditor			X								
8.7 Appoint and remove the external auditor	X										
8.8 Establish relevant performance measures and indicators, and to monitor the effectiveness of the external auditor			X								
8.9 Review the Annual Financial Statements in the presence of the external auditor, including the auditor's formal opinion, the governance statement, including consideration of the internal control systems effectiveness, risk management statements and any relevant issue raised in the external audit management letter			X								
8.10 Recommend the Annual Financial Statements to the Trust Board for approval			X								
8.11 Review the adequacy of the Trust's Risk Register and procedures and to regularly review the Trust's Risk Register			X	X	X						Each committee to review appropriate section of risk register and report to A & F Committee
8.12 Monitor and implementation of Risk Management procedures			X								A & F Committee to make recommendations to Trust Board
8.13 Duty to ensure that appropriate risk management systems are in place external (Residential) visits Category 2										X	Individual academies approved by Principals
8.14 Duty to ensure that appropriate risk management systems are in place external (Residential) visits Category 3							X				Across the Trust
8.15 Review the Trust's anti-fraud arrangements			X								All cases to be reported to Trust Board
8.16 Ensure that all allegations of fraud and irregularity are properly followed up and control weaknesses addressed			X								
8.17 Produce reports for the Trust Board and Accounting Officer, which should include advice on the effectiveness of the Trust's risk management, control and governance processes, and any significant matters arising from the work of internal and external auditors								X			
8.18 Prepare Trust Risk Register								X			Executive Team to contribute

8. AUDIT / RISK MANAGEMENT / INTERNAL ASSURANCE (continued)	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
8.19 Accountable for ensuring academy risk registers are kept up to date										X	
8.20 At least annually review the Trust's Risk Register and focus on key risks throughout the year			X								
8.21 At least twice a year review the academy risk register and focus on key risks throughout the year (academy level)						X					
8.22 Approve and review Business Continuity Plans		X									CEO to make recommendations to the Trust Board
8.23 Keep under review risk management plans – academy level						X					
8.24 Keep under review risk management plans - across the Trust							X				
8.25 Ensure academy websites are compliant and fit for purpose										X	
8.26 Monitoring of academy website compliance								X			
8.27 Ensure compliance of Trust website								X			
8.28 Ensure Trust is compliant with data protection / GDPR regulations								X			

9 SAFEGUARDING	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
9.1 Ensure that the Trust has up to date policies for Child Protection, Staff Code of Conduct and Managing Allegations against Staff and Volunteers.		X									Education Committee to review policies and make recommendations to the Trust Board
9.2 Ensure there is a nominated Safeguarding Trustee		X									
9.3 Ensure there is a Trust Designated Safeguarding Lead		X									CEO to appoint from the Executive Team
9.4 Ensure that all Academy Designated Safeguarding Leads and all staff comply with the Safeguarding policies							X				
9.5 Ensure each LAC appoints a local Safeguarding Lead Governor						X					
9.6 Accountable for ensuring that the Single Central Record is kept up to date and checked for compliance							X				
9.7 Receive termly reports regarding safeguarding compliance and monitor challenge for an academy						X					
9.8 Receive termly reports regarding safeguarding compliance and monitor challenge for the Trust				X							

9 SAFEGUARDING (continued)	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
9.9 Check Single Central Record has been audited at least annually		X									People & Welfare Committee to offer reassurance to Trust Board that this has been carried out
9.10 Review annual report on the effectiveness of safeguarding (issues, priorities, actions, impact)		X									
9.11 Accountable for ensuring the academy safeguarding policy is adhered to										X	

10 EDUCATION	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
10.1 Define the rationale for the curriculum for the organisation		X					X				CEO to make recommendations to the Trust Board
10.2 Ensure that the breadth of the National Curriculum is taught across the Trust							X				
10.3 Accountability for the breadth and depth of the curriculum							X				Principals are accountable for delivering Trust strategy in their academies
10.4 Ensure that the rational of Reading, Writing, Maths and Early Years approaches are delivered consistently							X				Principals are accountable for delivering Trust strategy in their academies
10.5 Ensure that the curriculum is well mapped and sequenced from Early Years to the end of Key Stage 5							X				Principals are accountable for delivering Trust strategy in their academies
10.6 Ensure that the curriculum, focuses of safeguarding, protected characteristics of equality, PSHE and cultural capital themes are implemented through the curriculum to ensure that pupils have developed knowledge and understanding.							X				Principals are accountable for delivering Trust strategy in their academies
10.7 Ensure that extra-curricular opportunities support the formal curriculum for pupils to extend their knowledge and understanding and to improve their skills in a range of artistic, creative and sporting activities							X				Principals are accountable for delivering Trust strategy in their academies
10.8 Ensure that continuing professional development for staff is aligned with the curriculum							X				Principals are accountable for delivering Trust strategy in their academies
10.9 Review and approve Admissions arrangements		X									Education Committee to make recommendation to Board
10.10 Manage Admissions arrangements and appeals at Academy level										X	
10.11 Decide on requests for admissions to a year group other than linked to the pupil's chronological age							X				

10 EDUCATION (continued)	Members	Trust Board	A&F	Education	P&W	LAC/AIEB	CEO	EDoF&O	Exec Principal	Principal	Notes
10.12 Decide on requests for admissions to a year group when full to PAN							X				
10.13 To develop the Academy Development Plan / SEF										X	Exec Principal to support Principal
10.14 Review and approve the Academy SEF							X				
10.15 Monitoring progress of outcomes for all pupils				X							
10.16 Monitoring progress of outcomes for pupils within an individual academy						X					
10.17 Monitor and evaluate the academy's performance – outcomes for pupils									X		
10.18 Setting challenging outcome targets for each academy within the Trust							X				
10.19 Work effectively with leaders to communicate the vision, ethos and strategic direction of the academy and develop a culture of ambition							X				
10.20 Provide a balance of challenge and support to leaders, understand the strengths and areas needing improvement at the academy						X					
10.21 Provide a balance of challenge and support and hold the CEO to account for the strengths and areas needing improvement across the Trust		X	X	X	X						
10.22 Provide a balance of challenge and support and hold the Principal to account for the impact of teaching, learning and assessment on the progress of pupils currently in the academy						X					
10.23 Provide a balance of challenge and support and hold the CEO to account for the impact of teaching, learning and assessment on the progress of pupils across the Trust				X							Education Committee to report to the Trust Board
10.24 Authorisation to make statements in response to media enquiries		X					X				Chair of Trust Board and CEO
10.25 Take decisions on unavoidable closure / emergency closure of academies		X									CEO to make recommendation to Board on any school closure

Key

A&F	Audit, Risk, Finance and Estates Committee	ExP	Executive Principal
P&W	People and Welfare Committee	SEF	Self-Evaluation Form
LAC	Local Academy Council	ESFA	Education and Skills Funding Agency
AIEB	Academy Interim Executive Board	SCITT	School Centred Initial Teacher Training
CEO	Chief Executive Officer	H&S	Health and Safety
EDoF&O	Executive Director of Finance and Operations		

Appendix 1

APPOINTMENTS

All appointment panels must contain at least one member who has undertaken Safer Recruitment Training. The Chief Executive may nominate an alternative representative if they are unavailable to make up a panel.

Panels must be made up of a minimum of three members.

A HR representative will be present at all senior officer appointments for Principal/Head of Function or above.

Chief Executive	Trust Board (minimum of 3 Trustees to include the Chair of the Trust Board, with non-voting cooptees as required)
Deputy Chief Executive	Trust Board (minimum of 2 Trustees) and Chief Executive
Executive Director of Finance and Operations	Trust Board (minimum of 2 Trustees) and Chief Executive
Clerk to the Trust Board	Chair of Trust Board, Chief Executive and 1 other Trustee as determined by Chair of Trust Board
Trust Executive post excluding Executive Director of Finance and Operations	Trust Board (minimum of 2 Trustees) and Chief Executive
Executive Principal	Trust Board (minimum of 2 Trustees) and Chief Executive
Principal	Trust Board (minimum of 1 Trustee), Chief Executive and Executive Principal
Associate or Acting Principal	Chief Executive, Executive Principal and one other as determined by the Chief Executive.
Vice Principal or Associate or Acting Vice Principal (Secondary)	Chief Executive, Executive Principal, Principal or one other as determined by the Chief Executive
Vice Principal or Associate or Acting Vice Principal (Primary)	Chief Executive, Executive Principal, Principal or one other as determined by the Chief Executive
Service Managers of group functions e.g. Finance, HR, Data and Estates	Executive Director of Finance and Operations and two others as determined by the Chief Executive
All other Central staff posts	3 staff, including line manager of the post, determined by Executive Director of Finance and Operations
Business Manager - Academy	Executive Director of Finance and Operations, Principal, and/or one other as determined by the Executive Director of Finance and Operations
Assistant Principals	Executive Principal, Principal, Vice Principal and 1 other as determined by the Principal
Head of Department / Faculty / Phase	Principal and 2 others as determined by the Principal
TLR Posts	Principal (or nominated representative), Head of Department (or appropriate line manager) and 1 other as determined by the Principal
All other Teaching posts	Principal (or nominated representative), Head of Department (or appropriate line manager) and 1 other as determined by the Principal
All Support Staff posts	3 staff, including Business Manager and/or line manager of the post, determined by Executive Principal or Principal.

Appendix 2

DISCIPLINARY HEARING CASES AND DISMISSALS

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

- Suspension
- Disciplinary
- Capability (professional competence)
- Ill Health Capability
- Redundancy
- Some other substantial reason

Should an instance arise where those with delegated authority are precluded through conflict of interest the final arbiter shall be designated by the HLT Board.

For all suspensions and lifting of, the following delegation model shall apply:

Posts	Delegated Authority (advice must be taken from HR)
Chief Executive	Chair of Trust Board or Trustee as nominated by the Chair of Trust Board
Executive Director of Finance and Operations	Chair of Trust Board, CEO or Trustee as nominated by the Chair of Trust Board
Clerk to the Trust Board	Chair of Trust Board, CEO or Trustee as nominated by the Chair of Trust Board
Trust Executive post	Chief Executive or nominated officer in their absence
Executive Principal	Chief Executive or nominated officer in their absence
Principal	Chief Executive or Executive Principal
Associate or Acting Principal	Chief Executive or Executive Principal
Vice Principal or Associate or Acting Vice Principal (Secondary)	Executive Principal or Principal
Vice Principal or Associate or Acting Vice Principal (Primary)	Executive Principal or Principal
Service Managers of Trust functions e.g. Finance, HR, Data and Estates	Chief Executive or Executive Director of Finance and Operations
All other Central staff posts	Executive Director of Finance and Operations or Director of HR
Business Manager - Academy	Principal in conjunction with the Executive Director of Finance and Operations
Assistant Principals	Executive Principal or Principal
Head of Department / Faculty / Phase	Executive Principal or Principal
TLR Posts	Executive Principal or Principal
All other Teaching posts	Executive Principal or Principal
All Support Staff posts	Executive Director of Finance and Operations, Executive Principal or Principal and / or Business Manager - Academy

For all disciplinary cases and dismissals, the following delegation model shall apply. A panel of 3 is required for all disciplinary/dismissal appeal hearings.

Posts	Delegated Authority	Appeal
Chief Executive	3 Trustees (excluding the Chair or Vice Chair)	Chair or Vice Chair plus 2 other Trustees (if not previously involved)
Executive Director of Finance and Operations	3 Trustees (excluding the Chair or Vice Chair)	Chair or Vice Chair plus 2 other Trustees (if not previously involved)
Clerk to the Trust Board	Chief Executive or Executive Director of Finance and Operations	Chair or Vice Chair plus 2 other Trustees (if not previously involved)
Trust Executive post	Trustee or Chief Executive	Chair or Vice Chair plus 2 other Trustees (if not previously involved)
Executive Principal	Trustee or Chief Executive	Chair or Vice Chair plus 2 other Trustees (if not previously involved)
Principal	Chief Executive or Executive Principal	Chief Executive, Executive Principal (if not previously involved) and one other (from Local Academy Council or Trust Board)
Associate or Acting Principal	Chief Executive or Executive Principal	Chief Executive, Executive Principal (if not previously involved) and one other (from Local Academy Council or Trust Board)
Vice Principal or Associate or Acting Vice Principal (Secondary)	Executive Principal or Principal	Chief Executive, Executive Principal or Principal (if not previously involved) and one other from either the Local Academy Council or Trust Board
Vice Principal or Associate or Acting Vice Principal (Primary)	Executive Principal or Principal	Chief Executive, Executive Principal or Principal (if not previously involved) and one other from either the Local Academy Council or Trust Board
Service Managers of Trust functions e.g. Finance, HR, Data and Estates	Chief Executive or Executive Director of Finance and Operations	Chief Executive or Executive Director of Finance and Operations, Executive Principal (if not previously involved) and one other from Trust Board
All other Central staff posts	Executive Director of Finance and Operations or Director of HR	Chief Executive or Executive Director of Finance and Operations, Executive Principal (if not previously involved) and one other from Trust Board

Business Manager - Academy	Principal or Executive Director of Finance and Operations	Chief Executive or Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other from either the Local Academy Council or Trust Board
Assistant Principals	Executive Principal or Principal	Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other from the Local Academy Council
Head of Department / Faculty / Phase	Executive Principal or Principal	Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other from the Local Academy Council
TLR Posts	Executive Principal or Principal	Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other from the Local Academy Council
All other Teaching posts	Executive Principal or Principal	Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other from the Local Academy Council
All Support Staff posts	Executive Director of Finance and Operations or Executive Principal or Principal or Business Manager - Academy	Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other from the Local Academy Council

NB – Where the Local Academy Council has been replaced by either a Combined Local Academy Council or Academy Interim Executive Board they shall replace the Local Academy Council in the delegations above.

Appendix 3

GRIEVANCE HEARINGS

For all grievance hearings, the following delegation model shall apply. A panel of 3 is required for all appeal hearings. Should an instance arise where those with delegated authority are precluded through conflict of interest the final arbiter shall be designated by the HLT Board.

Posts	Delegated Authority	Appeal
Chief Executive	3 Trustees (excluding the Chair or Vice Chair)	Chair or Vice Chair plus 2 other Trustees (if not previously involved)
Executive Director of Finance and Operations	3 Trustees (excluding the Chair or Vice Chair)	Chair or Vice Chair plus 2 other Trustees (if not previously involved)
Clerk to the Trust Board	Chief Executive or Executive Director of Finance and Operations	Chair or Vice Chair plus 2 other Trustees (if not previously involved)
Trust Executive post	Trustee or Chief Executive	Chair or Vice Chair plus 2 other Trustees (if not previously involved)
Executive Principal	Trustee or Chief Executive	Chair or Vice Chair plus 2 other Trustees (if not previously involved)
Principal	Chief Executive or Executive Principal	Chief Executive, Executive Principal (if not previously involved) and one other (from Local Academy Council or Trust Board)
Associate or Acting Principal	Chief Executive or Executive Principal	Chief Executive, Executive Principal (if not previously involved) and one other (from Local Academy Council or Trust Board)
Vice Principal or Associate or Acting Vice Principal (Secondary)	Executive Principal or Principal	Chief Executive, Executive Principal or Principal (if not previously involved) and one other (from Local Academy Council or Trust Board)
Vice Principal or Associate or Acting Vice Principal (Primary)	Executive Principal or Principal	Chief Executive, Executive Principal or Principal (if not previously involved) and one other (from Local Academy Council or Trust Board)
Service Managers of Trust functions e.g. Finance, HR, Data and Estates	Chief Executive or Executive Director of Finance and Operations	Chief Executive or Executive Director of Finance and Operations, Executive Principal (if not previously involved) and one other from Trust Board

All other Central staff posts	Executive Director of Finance and Operations or Director of HR	Chief Executive or Executive Director of Finance and Operations, Executive Principal (if not previously involved) and one other from Trust Board
Business Manager - Academy	Principal or Executive Director of Finance and Operations	Chief Executive or Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other (from Local Academy Council or Trust Board)
Assistant Principals	Executive Principal or Principal	Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other from the Local Academy Council
Head of Department / Faculty / Phase	Executive Principal or Principal	Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other from the Local Academy Council
TLR Posts	Executive Principal or Principal	Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other from the Local Academy Council
All other Teaching posts	Executive Principal or Principal	Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other from the Local Academy Council
All Support Staff posts	Executive Director of Finance and Operations or Executive Principal or Principal or Business Manager - Academy	Executive Director of Finance and Operations, Executive Principal or Principal (if not previously involved) and one other from the Local Academy Council

Appendix 4

OTHER HR FUNCTIONS	
Function	Delegated Authority
Settlement agreements	Please see above under Employment and HR (3.29)

OTHER HR FUNCTIONS	
Approval of Additional Hours / Overtime / Flexible Working Requests / Leave of Absence	Delegated Authority
Chief Executive	Chair or Vice Chair of the Board
Executive Director of Finance and Operations	Chair, Vice Chair of the Board or Chief Executive
Clerk to the Board	Chair of the Board or Chief Executive
Trust Executive Post	Chief Executive
Executive Principal	Chief Executive
Principal	Chief Executive
All other Trust posts	Chief Executive, Executive Director of Finance and Operations
Business Manager - Academy	Principal in conjunction with Executive Director of Finance and Operations
All other academy posts	Executive Principal or Principal

OTHER HR FUNCTIONS	
Signature of Letter of Appointments, Contracts of Employment, Contractual Change Letters and Appraisal Outcome Letters	Delegated Authority
Chief Executive	Chair or Vice Chair of the Board
Executive Director of Finance and Operations	Chair, Vice Chair of the Board or Chief Executive
Clerk to the Trust Board	Chair of the Board or Chief Executive

Trust Executive Post	Chief Executive
Executive Principal	Chief Executive
Principal	Chief Executive
All other Trust posts	Chief Executive, Executive Director of Finance and Operations
Business Manager - Academy	Principal in conjunction with Executive Director of Finance and Operations
All other academy posts	Executive Principal or Principal
Collective Agreements	HLT Board (Chair of Board to sign, Vice Chair if unavailable)

OTHER HR FUNCTIONS

Performance Management	Delegated Authority
Chief Executive	Chair of the Board
Executive Director of Finance and Operations	Chief Executive
Clerk to the Trust Board	Chair of the Board
Trust Executive Post	Chief Executive
Executive Principal	Chief Executive
Principal	Chief Executive and / or Executive Principal as determined by Chief Executive
All other Trust posts	Chief Executive and / or Executive Director of Finance and Operations as determined by Chief Executive
Business Manager - Academy	Principal in conjunction with Executive Director of Finance and Operations
All other academy posts	Executive Principal or Principal