

SCHEME OF DELEGATION

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Introduction

- (i) The University of Brighton Academies Trust is a multi academy Trust; it is a single legal entity, a charitable company, with a Board of Trustees that is responsible and accountable for the performance of all the academies within the Trust. As the accountable body, the Board of Trustees is the key decision maker. It may delegate its operational responsibilities to executive leaders, and governance responsibilities to its committees or individuals; however, the Board of Trustees as a corporate entity remains accountable and responsible for all decisions made and executive leaders operate within the autonomy, powers and functions delegated to them by the Board¹. The Board is ultimately responsible for ensuring effective financial management arrangements.
- (ii) The purpose of this document is to set out the responsibilities delegated by the Board to its executive leaders and committees. It has been designed to comply with the requirements of the Trust’s Articles of Association and Funding Agreements, the Education and Skills Funding Agency’s Academies Financial Handbook, Charity Law and the Companies Act 2006.
- (iii) It is assumed that all committees and individuals will implement agreed Trust strategies, policies and procedures in accordance with the relevant policy document. Relevant parties have the opportunity to contribute to the development of policies and strategies. The body responsible for the approval of a strategy / policy / procedure will oversee its implementation, drawing on monitoring information as appropriate.

¹ Taken from the Department for Education’s Governance Handbook and Competency Framework

- (iv) Throughout, the responsible committee aligns with the relevant section of the Scheme of Delegation (eg the Education and Standards Committee is the committee responsible for the responsibilities in the 'Committees and Panels' column in section 3) unless otherwise stated.
- (v) Activities undertaken in nurseries, extended schools, Robsack Wood Teaching School Alliance and East Sussex Teacher Training Partnership (SCITT) must be undertaken in accordance with the principles of this Scheme of Delegation.
- (vi) In the absence of a Committee, the responsibilities delegated to it will be undertaken by Board of Trustees.
- (vii) In the absence of a Local Board, the responsibilities delegated to it will be undertaken by either the Trust's Governance & Admissions team, an Executive Team member or the Board of Trustees.
- (viii) In the absence of a named Executive Team member role (apart from the Chief Executive) the responsibilities will be undertaken by another member of the Executive Team. In the absence of the Chief Executive, any named responsibilities will be undertaken by the Chair of Trustees.
- (ix) Urgent matters may be considered / approved by the Chair of the Board of Trustees or Chair of the relevant committee and reported to the next meeting the Board or committee.
- (x) This scheme of delegation will be reviewed annually.
- (xi) **Status and review**

Written by:	Director of Policy and Governance
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Review Date:	September 2020

Key:

E&SC	Education and Standards Committee
F&RC	Finance and Resources Committee
R&AC	Risk and Audit Committee
R&HRC	Remuneration and HR Committee
CEO	Chief Executive
DoFO	Executive Director of Finance and Operations
DoS	Executive Director of Strategy
DoSI	Executive Director of School Improvement
EFMD	Estates and Facilities Management Director
HoHROD	Head of Human Resources and Organisational Development
ICTD	ICT Director
FBPL	Finance Business Partner Lead
FM	Finance Manager
SM	Safeguarding Manager

IA Internal Auditors
Professional services teams:
EFM: Estates and Facilities Management team
Fin: Finance team
Gov: Governance and admissions team
HR: Human Resources and Organisational Development team
ICT: ICT and Management Information team
M&C: Marketing and Communications team

1. Overarching strategy

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services
Trust values, vision, mission and overall strategic direction		Consider and approve		Advise Board regarding the implementation in academies	Develop and propose	Contribute to development	Contribute to development
Contextualises the Trust values and vision in academy				Consider and approve		Develop and propose	
Trust aims/strategic business plan		Consider and approve Strategic Business Plan and Annual Targets Monitor Strategic Business Plan and Annual Targets		Report key issues and risks to Board or Executive Team	Develop and propose Strategic Business Plan and annual targets Monitor Strategic Business Plan and Annual Targets Approve Professional Team annual improvement plans	Contribute to development of Strategic Business Plan Ensure Academy Raising Achievement Plans (see Education and Standards section below) align with Strategic Business Plan	Contribute to development of Strategic Business Plan Develop and propose an annual improvement plan for professional team, which aligns with Strategic Business Plan
Trust expansion	Consider and approve	Consider and propose			Develop and propose		
Name of Trust	Consider and approve	Consider and propose			Develop and propose		
Academy names		Consider and approve			Recommend	Develop and propose	
Term dates					Consider and approve variations from local authority norm, ensuring consistency across the Trust	Develop and propose variations from the local authority norm	Contribute to development

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services
Academy community engagement strategy, including parental engagement		Oversee		Consider and approve Monitor strategy and advise Board regarding its implementation Monitor parental engagement/ surveys (eg ParentView) and report key risks to Board & Executive Team	Receives	Develop and propose	
Marketing and Communication strategies and plans					Consider and approve Trust M&C strategies and plans	Liaise with M&C team regarding academy marketing plans and initiatives	M&C: Develop and propose Trust M&C strategies and plans M&C: Contribute to the development of academy marketing plans and initiatives
Equality		Consider and approve Equality Objectives Monitor Gender Pay Gap data			Develop and propose Equality Objectives Approve Gender Pay Gap data and commentary prior to publication	Contribute to development of Equality Objectives	HR: Contribute to development of Equality Objectives HR: Complete statutory equality duty reporting HR & ICT: Prepare Gender Pay Gap data and commentary HR: Publish Gender Pay Gap Data

2. Governance

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services
Review and amend Articles of Association	Consider and approve	Consider and propose			Develop and propose		
Members and Trustees	Note appointments and resignations of Members (appointed by sponsor)	Note appointments and resignations of Members and Trustees (appointed by sponsor) Appoint co-opted Trustees Appoint Chairs of Committees					Gov: Update Companies House, Edubase/DfE and Trust website Gov: Arrange DBS checks Gov: Complete Companies House Annual Return by notified deadline
Local Board members		Appoint Chairs Appoint and remove members Note parent / staff election results Note resignations		Propose Chair Nominate members Arrange election of parent and staff members			Gov: Update DfE Get Information about Schools
Key governance appointments		Appoint Accounting Officer (ex-officio CEO) Appoint Company Secretary Appoint Chief Financial Officer			Recommend Company Secretary Recommend Chief Financial Officer Appoint Clerk to Trustees		Gov: Update DfE Get Information about Schools Gov: Appoint Local Board Clerks

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services
Governance structure	Oversee	Consider and approve			Develop and propose		Gov: Publish on Trust website, including: <ul style="list-style-type: none"> • Structure and remit • Names of chairs • Appointment details • Meeting attendance • Previous membership
Terms of reference, constitution and membership of Board's Committees		Consider and approve			Develop and propose		Contribute to development
Scheme of Delegation	Oversee	Consider and approve overarching scheme and review annually Oversee	R&A: Consider and approve finance responsibilities R&A: Oversee		Develop and propose	Contribute to development	Gov: Contribute to development Gov: Monitor and report key risks to Executive Team
Code of Conduct for Trustees and Local Board members		Consider and approve Act in accordance	Act in accordance	Act in accordance			Gov: Develop and propose
Compliance with: <ul style="list-style-type: none"> • Funding Agreements • Company and Charity Law (including serious incident reporting) • Academies Financial Handbook 	Act in accordance	Responsible for	Act in accordance	Act in accordance	Advise Act in accordance	Act in accordance	All: Act in accordance

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services
Governance Self Evaluation		Undertake annual assessment of the Board's skills, effectiveness, leadership and impact, including review of Governance Competency Framework and Governance Self Evaluation		Undertake Local Board Self Evaluation			
Governance training and development for Members, Trustees and Local Board members		Participate in regular training and development	Participate in regular training and development	Participate in regular training and development			Gov: Arrange induction Gov: Develop and implement an annual training & development programme

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services
Policies		<p>Consider and approve statutory and Trust policies</p> <p>Oversee implementation of policies</p>	<p>Consider and approve statutory and Trust policies</p> <p>Oversee implementation of policies</p>	<p>Receive academy specific policies ensuring that stakeholder views are incorporated as necessary</p>	<p>Consider and approve Trust operational policies</p>	<p>Develop, propose and approve academy specific policies</p> <p>Inform central Trust team annually of the academy specific policies in approval</p>	<p>All: Develop and propose statutory and Trust policies</p> <p>All: Develop and propose Trust operational policies</p> <p>Gov: Maintain Trust policy schedule, ensuring regular review, development and updates in line with current guidance</p> <p>Gov: Inform each academy annually of the Trust policies in approval; and as and when each Trust policy is approved / revised</p>
Complaints		<p>Oversee</p> <p>Consider and approve Complaints Policy</p>		<p>Participate in informal resolution of complaints or at Stage 2 of the Formal Procedure Stage</p> <p>Convene Complaints Panels as required</p> <p>Monitor complaints in academies and report key risks to Executive Team</p>	<p>Monitor</p>	<p>Participate in informal resolution of complaints or at Stage 2 of the Formal Procedure Stage</p>	<p>Gov: Develop and propose Complaints Policy / procedures</p>

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services
Whistleblowing		<p>Approve Trust Whistleblowing Policy</p> <p>Appoint a Whistleblowing Link trustee and named member of staff for whistleblowing concerns</p>					HR and Gov: Develop and propose Trust Whistleblowing Policy
Admissions		<p>Oversee</p> <p>Consider and approve Admissions Policy, including oversubscription criteria for each academy</p>		<p>Approve in-year admissions</p> <p>Approve annual admissions</p> <p>Consider and approve parental requests for out of normal year group admissions</p> <p>Propose any changes to the academy's oversubscription criteria</p> <p>Contribute to admissions appeals</p>		<p>Contribute to admissions appeals</p> <p>Consider parental requests for out of normal year group admissions and present case to Admission Sub-Committee</p>	<p>Gov: Develop and propose Admissions Policy</p> <p>Gov: Organise statutory consultations on admissions arrangements</p> <p>Gov Publish annual admissions arrangements & advise LA</p> <p>Gov: Engage Independent Appeals Service provider</p> <p>Gov: Support admissions appeals</p>

3. Education and standards

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
School Improvement Strategy	Consider and approve	Consider and recommend Monitor		Develop and propose	Contribute to development		Contribute to development
Annual academy targets	Oversee	Consider and approve annual academy targets Monitor data	Receive	Agree key principles and moderates annual academy targets Monitor data	Contribute to the development annual academy targets Develop targets for pupil achievement and progress Report on progress	ICT: Produce regular analyses of benchmarking data	Consider and recommend annual academy targets Monitor data and report key risks to Executive Team
Standards of teaching		Monitor quality of teaching and learning		Agree Trust framework for the quality assurance of standards of teaching and learning Agree Trust teaching and learning framework Vulnerable academies: develop approach and monitor implementation of teaching and learning framework	Monitor the quality of teaching and learning		Quality assure the monitoring of the quality of teaching and learning Report key risks to the Executive Team
School Improvement Status reports		Monitor and report key risks to Board		Monitor			Develop and review/update
Academy Raising Achievement Plans and Self-evaluation documents			Receive Support implementation	Agree templates Oversee Monitor and report key risks to E&SC	Develop and recommend Implement		Consider and approve Monitor and report key risks to Executive Team

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
Intensive Raising Achievement Plans for vulnerable academies		Monitor and report key risks to Board		Consider and approve IIPs Approve additional support (with SIG) Monitor	Contribute to development of IIPs		Contribute to development and recommends IIPs Recommend additional support Report key risks to the Executive Team
Curriculum ²			Provide feedback from parents and community stakeholders to inform curriculum	Good & better academies: Monitor Vulnerable academies: Contribute to development of curriculum model; monitors	Good & better academies: Determine and implement curriculum Vulnerable academies: Contribute to and implement agreed curriculum model		Monitor curriculum and report key risks to the Executive Team Vulnerable academies: Contribute to development of curriculum model; Monitor and report key risks to the Executive Team

² The curriculum of each academy should ensure that statutory / funding agreement requirements are met and take into account national priorities, including English, maths & science; Prevent; Sex & Relationships Education; religious education & collective worship

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
Special Educational Needs		Consider and approve Trust policy	<p>Provide feedback from parents and community stakeholders to inform SEN provision</p> <p>Consider and approve the academy annual SEN Information report and Accessibility Plan</p> <p>Participate in EHCP consultations</p>	Ensure compliance with SEND Code of Practice and Disability Discrimination Act in academies	<p>Implement requirements of DfE SEND Code of Practice, Disability Discrimination Act and Trust policy³</p> <p>Develop, propose and publish the annual SEN Information report</p> <p>Develop, propose and publish Accessibility Plan</p>	<p>Gov: Develop and propose Trust SEN Policy and templates for SEN Information Report & Accessibility Plan</p> <p>EFM: Contribute to the development of academy Accessibility Plans</p>	Monitor provision and report key risks to Executive Team

³ Including: appointing a teacher with QTS as SENCO; liaising with the local authority regarding pupils with SEN; making provision for pupils with SEN

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
Safeguarding and child protection (including Prevent)	Appoint the following link role: <ul style="list-style-type: none"> Safeguarding 	Consider and approve Trust policy template Monitor overall provision	Appoint the following link roles: <ul style="list-style-type: none"> Safeguarding Special educational needs Looked after children Undertake regular reviews of the academy's Single Central Register Monitor Safeguarding and Child Protection procedures	Monitor Safeguarding and Child Protection procedures	Implement requirements of DfE Keeping Children Safe in Education Guidance ⁴ Develop, propose and publish Academy Safeguarding and Child Protection Policy, using Trust template Maintain academy Single Central Register Participate in Safeguarding Peer Reviews	Gov: Develop and propose Trust policy template / procedures HR: Maintain Trust Single Central Register Gov: Provide information regarding Trustees for inclusion on academy Single Central Registers SM: Implement a programme of Safeguarding Peer Reviews SM: Provide regular monitoring information re child protection cases / referrals SM: Monitor provision & compliance and report key risks to the Executive Team EFM: Highlight potential site security / safeguarding risks	

⁴ including: appointing a member of staff as Designated Safeguarding Lead; appointing a Designated Teacher for Looked After Children; completing regular safeguarding audits

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
Behaviour and attendance, including exclusions		<p>Consider and approve Trust Attendance and Exclusions policies</p> <p>Monitor overarching exclusion and attendance data</p>	<p>Provide feedback from parents and community stakeholder to inform the academy's behaviour policy and strategies to maximise pupil attendance</p> <p>Monitor academy behaviour, exclusion and attendance data</p> <p>Convene Exclusions Panels in accordance with Trust Exclusions Policy</p>	Monitor behaviour and attendance	Develop, approve and monitor impact of the academy's Behaviour Policy	<p>Gov: Develop and propose Trust Attendance and Exclusions policies</p> <p>ICT: Produce regular analyses of benchmarking data</p> <p>Gov: Engage Independent Appeals Service provider</p>	Monitor behaviour and attendance and report key risks to the Executive Team
<p>Other pupil matters, including:</p> <ul style="list-style-type: none"> • Pupil Premium strategy • PE and Sport Premium strategy • Year 7 Literacy and Numeracy Catch Up strategy • Home School Agreements • Provider access 			<p>Provide feedback from parents and community stakeholders to inform annual strategies and Home School Agreement</p>	Agree templates	<p>Monitor impact of funding and prepare and publish strategies</p> <p>Prepare and publish Home School Agreement</p>		Review annual strategies and funding impact reports for their academy

4. Finance and resources

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Financial strategy and budgets							
Financial strategy, including Medium Term Financial Plan	Consider and approve	Consider and recommend Monitor		Develop and propose Monitor	Contribute to development	Fin: Contribute to development Fin: Monitor and report key risks to the Executive Team	
Finance systems and operational processes (Standard Financial Procedures) ⁵				Consider and approve the implementation of a finance system for the Trust Approve the Trust's Standard Financial Procedures Monitor		Fin: Propose finance system Fin: Develop Standard Financial Procedures Fin: Provide training and advice to support the implementation of the finance system and Standard Financial Procedures Fin: Maintain a list of central staff and their approved levels of access to finance system and payroll records Fin: Monitor and report key risks to the Executive Team	Implement finance system and Standard Financial Procedures

⁵ All are responsible for ensuring the Trust's financial operational processes are fully and correctly implemented, ensuring adequate operational controls are in place and the principles of internal control are maintained. Full, accurate and up to date records should be maintained in order to provide financial and statistical information and so that figures can be reconciled with the Trust's bank account and records. Standard Financial Procedures are developed to ensure adequate operational controls are in place

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Annual budgets including 3 year budget forecasts	<p>Consider and approve the annual budgets including 3 year budget forecasts</p> <p>Consider and approve budget forecast return outturn</p>	<p>Consider and recommend the annual budgets including 3 year budget forecasts</p> <p>Consider and recommend budget forecast return outturn</p> <p>Monitor and report key risks to the Board</p>		<p>Agree key financial performance measures to inform budget setting</p> <p>Scrutinise the annual budgets (including 3 year budget forecasts) prior to approval</p> <p>Scrutinise budget forecast return outturn prior to approval</p>	<p>Prepare annual budget including 3 year budget forecast, in liaison with central finance team</p> <p>Implement and monitor approved budget</p>	<p>Fin: Propose key financial performance measures to inform budget setting</p> <p>Fin: Contribute to and support development of annual budgets including 3 year budget forecasts</p> <p>Fin: Submit 3 year budget forecast return to ESFA by deadline (normally late July)</p> <p>Fin: Prepare budget forecast return outturn</p> <p>Fin: Submit budget forecast return outturn to ESFA by deadline (normally mid May)</p> <p>Fin: Monitor and report key risks to the Executive Team</p>	<p>Contribute to the development of annual budgets</p> <p>Upload budgets into Sage (following approval)</p>

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Financial monitoring of income, expenditure, cash flow and balance sheets	<p>Receive and consider financial monitoring information six times a year (including twice yearly budget reforecasts)</p> <p>Chair: Receive financial monitoring information monthly</p>	<p>Receive and consider financial monitoring information six times a year (including twice yearly budget reforecasts)</p> <p>Monitor and report key risks to the Board</p>		Monitor budgets	Monitor budget	<p>Fin: Contribute to and support development of monthly budget monitoring reports including the reconciliation of staff costs and income against budgets</p> <p>Fin: Contribute to and support the development of budget reforecasting twice a year</p> <p>Fin: Undertake monthly reconciliation of financial monitoring information with bank accounts</p> <p>Fin: Monitor and report key risks to the Executive Team</p>	<p>Prepare monthly budget monitoring reports including the reconciliation of staff costs and income against budgets</p> <p>Academy staff: Ensure that all required reports are sent to the central finance team within the required timescales</p>

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Budget virements		Approve £50,001 and above ⁶ Note all other budget virements		DoFO: Approve up to £15,000 DoFO & CEO: Approve between £15,001-£50,000 DoFO & CEO: Recommend £50,000 and above DoFO: Approve adjustments to budgets to reflect new funding and changes in responsibility	Propose up to £15,000	Fin: Upload amended budgets into Sage (following approval) Fin: Report all virements to F&RC	
Historic reserves		Consider and approve use of historic reserves		Scrutinise proposals for use of historic reserves and recommend approval	Propose use of historic reserves for non-recurrent projects		
General and restricted reserves		Consider and approve use of general and restricted reserves		Propose use of general and restricted reserves for (i) school improvement, (ii) ICT, (iii) Estate, (iv) unexpected costs Scrutinise proposals for use of general and restricted reserves (made by Professional Services) and recommend approval		All: Propose use of general and restricted reserves for (i) school improvement, (ii) ICT, (iii) Estate, (iv) unexpected costs	

⁶ Approval must be given prior to making changes or placing orders

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Purchasing and procurement							
Procurement				<p>Consider and approve Procurement Procedures</p> <p>Monitor and ensure spending decisions represent Value for Money</p> <p>Consider and approve cross Trust procurement</p>		<p>Fin: Develop and propose Procurement Procedures</p> <p>Fin: Identify, recommend and maximise opportunities for cross Trust procurement</p> <p>Fin: Advise on implementation of Procurement Procedures</p> <p>Fin: Receipt and custody of tenders</p>	

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Placing and receiving orders for goods and services ^{7 8 9 10 11 12 13}		Approve orders over £50,000		DoFO: Approve proposals for further delegation of budgets by budget holders DoFO: Approve orders up to £25,000 CEO: Approve orders up to £50,000	Approve orders up to £15,000 Propose further delegation of budgets within their academy team ¹⁴		Academy & Central Staff: Action purchase orders following approval

⁷ All are responsible for ensuring that the arrangements for the approval, placing and receiving of orders are in accordance with the Trust's financial regulations and procurement procedures. Central Trust staff should maintain records of staff approved to place and receive orders.

⁸ There should be appropriate division of duties between staff who place & receive orders and approve invoices for payment. No one person shall be the signatory for all of the following stages: (i) approving the order, (ii) receiving the goods, (iii) approving payment

⁹ Orders should **not** be placed until after a purchase order has been raised

¹⁰ All procurement amounts in this scheme are net of VAT

¹¹ Three quotes are required (and should be attached) for orders between £2,000 and £25,000 (unless suppliers are on the preferred supplier list, in which case one quote is required for orders up to £5,000 and three quotes are required for orders between £5,000 and £25,000; or unless the purchase is being made through an approved third party framework); exceptions will be agreed where an agreed contract exists with a preferred supplier or there is only one supplier who meets the Trust's specification. Under these circumstances the judgement will be made by the DoFO or CEO

¹³ For orders over £25,000 or for novel & contentious orders, a scoping document is required which proposes how the good and services are best procured. Where a tender exercise is agreed, the Procurement Officer is responsible for the receipt and custody of all tenders.

¹⁴ All budget holders must appoint a nominee who can approve budget matters in their absence; all spend must be agreed by the budget holder or their nominee

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Authorising invoices for payment (where there is a variation between the purchase order, good received note and invoice) ^{15 16} _{17 18 19 20 21 22 23}	Approve where EU procurement applies	Approve over £50,000		DoFO: Approve up to £25,000 DoFO: Recommend to CEO approval between £25,001 to £50,000 CEO: Approve up to £50,000 CEO or DoFO: Recommend to F&RC approval over £50,000	Approve up to £15,000 ²⁴ Recommend approval between £15,000 to £25,000		

¹⁵ All are responsible for ensuring that the arrangements for approving payment are in accordance with the Trust's financial regulations and procurement procedures; payments must be supported by an invoice or proper account which is duly certified before payment. Central Trust staff should maintain records of staff able to approve payments.

¹⁶ Where the invoice aligns with the purchase order and the goods received note, invoices will be authorised by the Finance team (unless they are novel & contentious or over £50,000)

¹⁷ There should be appropriate division of duties between staff who place & receive orders and approve invoices for payment. No one person shall be the signatory for all of the following stages: (i) approving the order, (ii) receiving the goods, (iii) approving payment

¹⁸ EU procurement regulations apply to values over £172,000

¹⁹ All invoice amounts in this scheme are net of VAT

²⁰ For emergency purchases, approval from the F&RC Chair plus CEO by email or, in CEO absence, approval from the Chair plus two FR&C members by email will constitute approval - CHECK

²¹ Three quotes are required (and should be attached) for orders between £2,000 and £25,000 (unless suppliers are on the preferred supplier list, in which case one quote is required for orders up to £5,000 and three quotes are required for orders between £5,000 and £25,000; or unless the purchase is being made through an approved third party framework); exceptions will be agreed where an agreed contract exists with a preferred supplier or there is only one supplier who meets the Trust's specification. Under these circumstances the judgement will be made by the DoFO or CEO

²² For orders over £25,000 or for novel & contentious orders, a scoping document is required which proposes how the good and services are best procured. Where a tender exercise is agreed, the Procurement Officer is responsible for the receipt and custody of all tenders.

²⁴ All budget holders must appoint a nominee who can approve budget matters in their absence; all spend must be agreed by the budget holder or their nominee

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Contracts and agreements ^{25 26 27 28 29 30 31 32 33}	Approve where EU procurement applies	Approve contracts over £50,000		DoFO: Approve contracts up to £25,000 DoFO: Recommend to CEO approval of contracts between £25,001 to £50,000 CEO: Approve contracts up to £50,000 CEO or DoFO: Recommend-to F&RC contracts over £50,000	Propose entering into a contract or agreement	Fin: Maintains a register of all contracts, amounts paid and certificates of completion	Academy and Central staff: Sign certificates where contracts require that interim and final payments are made on such certificates
Approving payments ³⁴				CEO/ DoFO / DoS: Authorised to approve payments in accordance with bank mandate		FM, FBPL: Authorised to approve payments in accordance with bank mandate	

²⁵ All contracts are between the Trust (as the legal entity) and the contractor, even where the goods/services provided through the contract relate to an individual academy

²⁶ All are responsible for ensuring that all contracts and agreements conform with the Trust's financial regulations

²⁷ EU procurement regulations apply to contract values over £172,000

²⁸ In emergency circumstances, approval from the F&RC Chair plus CEO by email or, in CEO absence, approval from the Chair plus two FR&C members by email will constitute approval

²⁹ All contract amounts in this scheme are net of VAT and refer to the value over the lifetime of the contract

³⁰ For orders over £25,000 or for novel & contentious orders, a scoping document is required which proposes how the good and services are best procured. Where a tender exercise is agreed, the Procurement Officer is responsible for the receipt and custody of all tenders.

³¹ Three quotes are required (and should be attached) for orders between £2,000 and £25,000 (unless suppliers are on the preferred supplier list, in which case one quote is required for orders up to £5,000 and three quotes are required for orders between £5,000 and £25,000; or unless the purchase is being made through an approved third party framework); exceptions will be agreed where an agreed contract exists with a preferred supplier or there is only one supplier who meets the Trust's specification. Under these circumstances the judgement will be made by the DoFO or CEO

³⁴ The value of payments to be approved is in accordance with the Trust's bank mandate

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Banking and cash management							
Banking		Appoint Trust's bankers and other professional advisers		DoFO:-Recommend Trust's bankers and other professional advisers to F&RC DoFO: Liaise with Trust's bankers DoFO: Implement banking arrangements (eg opening / closing accounts)		Fin: Ensure regular reconciliation of bank accounts Fin: Monitor and report key risks to the Executive Team	
Treasury management and investments	Approve novel, contentious or repercussive investments, prior to ESFA authorisation ³⁵	Consider and approve Treasury Management and Investment policies Monitor Trust investments		DoFO: Identify and propose investment opportunities Approve investments in accordance with Investment Policy		Fin: Develop and propose Treasury Management and Investment Policies Fin: Monitor and report key risks to the Executive Team and F&RC	
Petty cash administration ³⁶				DoFO: Agree petty cash float limit and approve floats		FM: Approve transactions more than £25	Administer up to £25 per transaction Withdraw cash from bank subject to approval from two bank signatories Complete end of year certificate

³⁵ The Education and Skills Funding Agency must authorise all novel and contentious investments

³⁶ Transactions must be accompanied by a full receipt/invoice from the claimant, signed by the budget holder or nominee

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Staffing related							
Staff restructures (requiring consultation), severance and special payments ³⁷		Approve payments over £30,000 Note and monitor all special payments		Approve staff restructure proposals and business cases Approve payments up to £30,000 Propose payments over £30,000 Monitor all staff special payments	Develop and propose academy staff restructure proposals, including business case, in conjunction with HR team Manage academy staff restructure and consultation process	All: Develop and propose Trust staff restructure proposals, including business case All: Manage Trust staff restructure and consultation process HR: Review and advise re staff restructure / severance / settlement proposals, including costings HR: Provide advice on restructure and consultation process HR: Report all special payments to F&RC and Exec Team	

³⁷ Non-statutory / non-contractual payments of £50,000 or more and all ex-gratia payments must be referred to the Education and Skills Funding Agency for approval

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Staff benefits, parties, gifts ³⁸				DoFO: Review, advise and report to HMRC where applicable DoFO: Approve up to £500 CEO (with DoFO) Approve £501 and over	Approve up to £500 (with DoFO)		

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Transaction processing							
Write off bad debts ³⁹		Approve over £2,000, up to limits requiring ESFA approval		DoFO: Approve up to £2,000			
Borrowing (in exceptional circumstances only) ⁴⁰	Consider and approve prior to ESFA authorisation	Consider and recommend borrowing		Develop and propose borrowing requirements			
Ex Gratia payments ⁴¹		Note all payments		DoFO: Report all payments to the F&RC DoFO: Approve once authorised by ESFA			

³⁸ All to be reviewed by DoFO in order to ensure equality across the Trust and correct tax treatment

³⁹ The Education and Skills Funding Agency must approve the write off of bad debts which are over 1% of total income or £45,000 (whichever is the smaller); or 2.5% of total income for all transactions (Trust level limits); or, if haven't submitted timely accounts for the last two years, 5% of total income for all transactions (Trust level limits)

⁴⁰ The Education and Skills Funding Agency must authorise all borrowing (including finance leases and overdraft facilities)

⁴¹ All ex gratia payments must be referred to the Education and Skills Funding Agency for approval

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Novel, contentious and repercussive transactions ⁴²		Note all transactions		DoFO: Report all transactions to the F&RC DoFO: Approve once authorised by ESFA			
Raising invoices to collect income						Fin: Raise invoices	Raise invoices
School Fund Accounts	To be developed						

⁴² The Education and Skills Funding Agency must authorise all novel and contentious transactions

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Income generation and external funding							
Income generation activities, including fundraising		Consider and approve Trust income-related policies (eg Lettings Policy and Fees)	Provide feedback from parents and community stakeholders on income generation opportunities Identify, promote and assist fundraising activities in academies	Consider and approve Trust income generation activities	Consider and approve academy income generation activities, ensuring that they align, where relevant, with the Trust income-related policies (eg Lettings Policy and Fees)	Fin: Develop and propose Trust income-related policies (eg Lettings Policy and Fees) Fin: Monitor Trust income-related policies and report key risks to the Executive Team	
Charging and remissions		Consider and approve Trust Charging and Remissions Policy				Fin: Develop and propose Trust Charging and Remissions Policy Fin: Monitors Trust Charging and Remissions Policy, and report key risks to the Executive Team	
Bidding for external funds		Approve over £50,000		Approve up to £50,000 Review and recommend to F&RC over £50,000	Review and recommend up to £50,000 ⁴³	Review and recommend up to £50,000	

⁴³ Bids involving a significant teaching and learning element should be made in conjunction with the Dir SI

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Fixed assets							
Estates and ICT strategies	Consider and approve Trust Estates and ICT strategies	Consider and recommend Trust Estates and ICT strategies Monitor Trust Estates and ICT strategies		Propose Trust Estates and ICT strategies Consider and approve the introduction of major new Estates or ICT systems	Contribute to development of Trust Estates and ICT strategies	EFM & ICT: Develop Trust Estates and ICT strategies EFM & ICT: Develop and recommend the introduction of major new Estates or ICT systems	
Capital and building condition (including School Condition Allocation and Devolved Capital Funding)		Consider and approve allocation of capital funding (SCA) according to need/condition Oversee and monitor major capital expenditure/projects (SCA)		Propose allocation of capital funding (SCA) according to need/condition Monitor capital expenditure/projects (SCA) Oversee and monitor building conditions across the Trust, receiving a quarterly condition survey report	Contribute to development of proposals for allocation of capital funding (SCA) Deliver capital projects under £5,000 EFM & ICT: Contribute to the development of Estates and ICT plans for each academy and associated expenditure	EFM: Contribute to development of proposals for allocation of capital funding (SCA) EFM: Deliver capital projects of £5,000 or more EFM: Oversee and provide advice / support for the delivery of capital projects under £5000 EFM: Undertake annual condition survey in each academy EFM & ICT: Contribute to the development of Estates and ICT plans for each academy and associated expenditure	

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Purchase of fixed assets (single item capitalisation limit £5,000) ^{44 45 46 47 48}		Approve over £50,000		DoFO or CEO: Approve up to £25,000 DoFO: Recommend to CEO approval between £25,001 to £50,000 CEO: Approve up to £50,000 DoFO or CEO: Recommend to F&RC over £50,000			

⁴⁴ The Education and Skills Funding Agency must authorise the purchase of freehold land and buildings

⁴⁵ Purchase amounts in this scheme are net of VAT

⁴⁶ Three quotes are required (and should be attached) for orders between £2,000 and £25,000 (unless suppliers are on the preferred supplier list, in which case one quote is required for orders up to £5,000 and three quotes are required for orders between £5,000 and £25,000; or unless the purchase is being made through an approved third party framework); exceptions will be agreed where an agreed contract exists with a preferred supplier or there is only one supplier who meets the Trust's specification. Under these circumstances the judgement will be made by the DoFO or CEO

⁴⁷ For orders over £25,000 or for novel & contentious orders, a scoping document is required which proposes how the good and services are best procured. Where a tender exercise is agreed, the Procurement Officer is responsible for the receipt and custody of all tenders.

⁴⁸ For emergency purchases, approval from the F&RC Chair plus CEO by email or, in CEO absence, approval from the Chair plus two FR&C members by email will constitute approval

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Maintaining records of assets, including buildings, furniture, equipment, stocks, stores and cash ⁴⁹ 50 51 52				Provide EFM & ICT team with any information required to maintain Trust asset register	Provide EFM & ICT team with any information required to maintain Trust asset register Establish and maintain an academy inventory checked at least once per year Ensure regular stock checks are undertaken	EFM & ICT: Establish and maintain asset register for the Trust for items over the capitalisation limit EFM & ICT: Establish and maintain a central Trust inventory checked at least once per year EFM & ICT: Ensure regular stock checks are undertaken EFM: Submit annual land and buildings collection tool to ESFA by deadline (normally late October)	Ensure that proper security is maintained at all times for all buildings, furniture, equipment, stock, stores and cash
Disposal of assets ^{53 54}		Approve over £50,000 net book value		DoFO & CEO: Approve up to £50,000 net book value DoFO & CEO: Recommend to F&RC over £50,000 net book value			

⁴⁹ All are responsible for ensuring that the arrangements for the security of assets are in accordance with the Trust's financial regulations

⁵⁰ Central Trust staff shall ensure that any Trust assets or equipment allocated or loaned to a member of staff, who is to leave the Trust's employment, is collected; records shall be maintained of all property removed from Trust premises

⁵¹ The asset register should include all items costing in excess of the capitalisation limit of £5,000

⁵² The inventory should include all items of equipment, furniture and stores with values over £1000 and attractive items (eg mobile phones, tablets, laptops)

⁵³ The Education and Skills Funding Agency must authorise the sale of freehold land and buildings

⁵⁴ Unusable or obsolete equipment must be disposed of in accordance with the Trust's financial regulations

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Leasing assets ^{55 56} ^{57 58}	Approve where EU procurement regulations apply	Approve over £50,000		DoFO: Approve-up to £25,000 DoFO: Recommend to CEO approval between £25,001 to £50,000 CEO: Approve up to £50,000 CEO or DoFO: Recommend to F&RC over £50,000			
Granting leasehold or tenancy agreements ⁵⁹	Consider and approve prior to ESFA approval			Develop and propose		Gov & EFM: Provide advice regarding proposals	

⁵⁵ The Education and Skills Funding Agency must approve all leases of more than three years

⁵⁶ EU procurement regulations apply to values over £172,000

⁵⁷ For orders over £25,000 or for novel & contentious orders, a scoping document is required which proposes how the good and services are best procured. Where a tender exercise is agreed, the Procurement Officer is responsible for the receipt and custody of all tenders.

⁵⁸ Three quotes are required (and should be attached) for orders between £2,000 and £25,000 (unless suppliers are on the preferred supplier list, in which case one quote is required for orders up to £5,000 and three quotes are required for orders between £5,000 and £25,000; or unless the purchase is being made through an approved third party framework); exceptions will be agreed where an agreed contract exists with a preferred supplier or there is only one supplier who meets the Trust's specification. Under these circumstances the judgement will be made by the DoFO or CEO

⁵⁹ The Education and Skills Funding Agency must approve all leases of more than three years

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Data and information		Consider and approve Trust Data Protection Policy		<p>Ensure publication of Trust information in accordance with statutory guidance</p> <p>Consider and approve the Trust FoI Publication Scheme</p>	<p>Ensure the safe storage of data in the academy</p> <p>Ensure publication of academy information in accordance with statutory guidance</p> <p>Respond to FoI requests in accordance with statutory guidance</p>	<p>Gov: Develop and propose Data Protection Policy⁶⁰</p> <p>Gov: Complete ICO registrations</p> <p>Gov: Publish all Privacy Notices</p> <p>Gov: Audit data protection procedures and report key risks to the Executive Team</p> <p>Gov: Audit Trust and academy websites</p> <p>ICT: Develop and implement ICT systems, ensuring data security</p> <p>Gov: Prepare and publish Trust Freedom of Information Publication Scheme</p> <p>All: Respond to FoI requests in accordance with statutory guidance</p>	<p>Report all data breaches toDPO</p> <p>Assist with the preparation of subject access requests</p>

⁶⁰ Policy should ensure compliance with the requirements of the Data Protection Act including the requirement to inform individuals as to how data will be used; and safe storage of data

5. Risk and audit

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Statutory accounts and annual report from Trustees on Trust performance	Receive	Consider and approve (signed by Chair or Trustee and Accounting Officer)	Review and recommend		Prepare annual report Consider and propose statutory accounts and annual report		Fin: Prepare statutory accounts Fin: Submit audited financial statements to ESFA by 31/12 Fin: Submit annual accounts to ESFA by deadline (normally mid January) Fin: Submit statutory accounts and annual report to Companies House by 31/5 Fin: Publish statutory accounts and annual report on Trust website by 31/1	Ensure that all records and documents are available for audit by internal and external auditors

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Financial regulations			Consider and approve Financial Regulations				<p>Fin: Develop and recommend financial regulations</p> <p>Fin: Provide information and training on financial regulations</p> <p>Fin: Monitor and report key risks to the Executive Team</p>	
Appointment and removal of External Auditors	Appoint and remove auditors	Inform the ESFA of the removal of auditors	<p>Consider and recommend appointment</p> <p>Agree programme of work and commission reports</p> <p>Monitor and review</p>				<p>Fin: Undertake procurement</p> <p>Fin: Prepare letter of engagement</p> <p>Fin: Propose programme of work</p>	

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Internal control arrangements (internal audit)			<p>Consider and approve the Trust's internal audit arrangements</p> <p>Agree programme of work and commission reports</p> <p>Receive, consider, monitor and, approve actions in response to internal audit reports</p> <p>Approve the annual internal audit summary report prior to submission to ESFA</p> <p>Monitor and review</p> <p>Report key risks to the Board</p>		<p>DoS: Liaise with internal auditors to propose the Trust's internal audit arrangements and programme of work</p> <p>Consider and recommend management action in response to internal audit reports</p>	<p>Undertake management actions in response to reports</p>	<p>IA: Undertake internal audits in accordance with agreed plan</p> <p>IA: Prepare an annual summary report for submission to ESFA (by 31/12)</p> <p>All: Undertake management actions in response to reports</p>	

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Reports from External Auditors and other bodies, including the ESFA Accounting Officer		Receive and consider the annual letter from the ESFA Accounting Officer Receive external auditor's management letter and the Trust's recommended actions in response	Receive, consider, monitor and, where relevant, approve actions in response to reports and external auditor's management letter Report key risks to the Board		Consider and recommend management action in response to reports	Undertake management actions in response to reports	All: Propose management action in response to reports All: Undertake management actions in response to reports	
Related Party Transactions ⁶¹ and Register of interests	Complete annual declaration of Interests	Complete annual declaration of Interests	Approve Trust Related Party and Interests Protocol Note and monitor all Related Party Transactions Complete annual declaration of Interests	Complete annual declaration of Interests	Complete annual declaration of Interests	Complete annual declaration of Interests	Fin & Gov: Develop and propose Trust Related Party and Interests Protocol Gov: Maintain (updated monthly) and publish Trust register of interests Gov: Maintain and publish local board registers of interests Fin: Check new suppliers against register of interest	(Budget holders / staff responsible for recruitment decisions): Complete annual declaration of Interests

⁶¹ All related party transactions must be reported to the ESFA; those in excess of £20,000 must be submitted prior to the transaction taking place; ESFA's approval must be sought for novel, contentious or repercussive transactions

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
							Fin: Gain proof that any related party transactions are at cost and submit for approval to ESFA All: Complete annual declaration of Interests	
Risk Policy			Consider and approve		DoS: Develop and propose policy			
Risk registers		Contribute to Trust Risk Register	Monitor Trust risk register Oversee key risks in academy and professional service team risk registers		DoS: Develop and update Trust risk register regularly throughout the year DoS: Provide advice to academies and professional service teams on development of risk registers Bring major risks to the attention of the R&AC	Establish Risk Management Group in academy Develop and update academy risk register regularly throughout a year Submit academy risk register to Executive Team annually Bring major risks to the attention of the Executive Team	Develop and update professional service team risk register regularly throughout a year Submit professional service team risk register to Executive Team annually Bring major risks to the attention of the Executive Team	

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Insurance			Approve overarching portfolio of insurance		Approve staff absence insurance provider	Approve insurance cover for academy minibuses, and works of art and inform central Finance team	Fin: Arrange Risk Protection Arrangement cover for Trust Fin: Review and recommend staff absence insurance provider Fin: Review and recommend other insurance cover providers Fin: Maintain register of all insurances	Academy staff: Review and recommend insurance cover for academy minibuses, and works of art
Fraud			Consider and approve Fraud Policy and procedure Commission fraud investigations		DoFO / DoS: Implement fraud response plan Contribute to fraud investigation as required	Contribute to fraud investigation as required	Fin: Develop and propose fraud policy and procedures All: Contribute to fraud investigation as required	
Crisis Management Plan (CMP)					Approve Trust CMP	Develop academy CMP and review biennially Risk Management Group: Approve CMP Ensure academy CMP is disseminated amongst all staf	EFM: Develop templates and provides advice EFM: Develop Trust CMP and reviews biennially EFM: Ensure Trust CMP is disseminated amongst all staff	Implement responsibilities indicated in CMP

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Lockdown Procedures						Develop academy lockdown procedures Risk Management Group: Approve academy lockdown procedures	EFM & Gov: Develop templates and provide advice	

<p>Health and Safety</p>		<p>Ultimate responsibility for the H&S in the Trust</p> <p>Oversee and receive a summary H&S report at least 3 times a year via R&AC reports</p>	<p>Consider and approve Trust H&S Policy</p> <p>Monitor H&S across the Trust, receiving a H&S report at each meeting, and report key risks to the Board</p>		<p>Consider and approve all H&S operational annexes</p> <p>Appoint a Trust H&S Representative to cover H&S in Trust central offices</p> <p>Monitor H&S across the Trust, receiving a quarterly H&S report, and report key risks to R&AC</p>	<p>Establish academy H&S Management Group</p> <p>Appoint an academy H&S Representative</p> <p>Undertake an annual H&S review (including statutory testing) for the academy and implement actions</p>	<p>EFM: Develop and propose the Trust H&S Policy and operational annexes</p> <p>EFM: Monitor implementation of H&S procedures in central Trust offices</p> <p>EFM: Contribute to and support the development of annual academy H&S reviews (including statutory testing)</p> <p>EFM: Monitor actions from annual academy H&S reviews and report key risks to the Executive Team quarterly</p> <p>EFM: Undertake an annual site security review in each academy and implement actions</p> <p>EFM: Commission annual Fire Risk Assessments and Asbestos testing in all Trust premises</p>	
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6. Remuneration and HR

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
HR and Recruitment Strategies and plans	Consider and approve strategy	Consider and recommend strategy Monitor strategy and key data		Develop and propose strategy Monitor key data monthly	Contribute to development of strategy	HR: Contribute to development of strategies and plans HR: Monitor strategies and plans and report key risks to the Executive Team HR & ICT: Produce regular analyses of benchmarking data	
HR Policies and Operational Procedures	Convene Grievance, Disciplinary and Capability Panels / Appeal Panels as required by the associated HR policies	Consider and approve Trust HR policies	Convene Grievance, Disciplinary and Capability Panels / Appeal Panels as required by the associated HR policies	Consider and approve Trust HR Operational Procedures Implement HR policies and procedures Convene Grievance, Disciplinary and Capability Panels / Appeal Panels as required by the associated HR policies	Implement HR policies and procedures Convene Grievance, Disciplinary and Capability Panels / Appeal Panels as required by the associated HR policies	HR: Develop and propose Trust HR Policies and operational procedures, ensuring compliance with statutory requirements and the Equalities Act HR: Monitor implementation of HR Policies and Operational Procedures, and report key risks to the Executive Team	

<p>Staffing: Leadership staff (Executive Team, Principals, Vice Principals and Assistant Principals)</p>	<p>Appoint Chief Executive</p> <p>Determine the overarching Executive Team structure</p> <p>Approve appointment of Executive Team</p> <p>Determine pay ranges for Executive Team, using a robust evidence based approach</p> <p>Chair: Consider and approve additional payments (temporary)⁶² to Executive Team</p> <p>Approve annual objectives of Executive Team members</p> <p>Approve pay progression of Executive Team</p>	<p>Consider and approve the Trust Leadership Pay Policy</p> <p>Approve appointment of Principals</p> <p>Approve senior staff (principal and vice principal) structure in each academy</p> <p>Determine pay ranges for Principals and Vice Principals</p> <p>Approve pay progression of Principals, Vice Principals and Heads of Professional Service on LMG3+</p>	<p>Contribute to appointment of Principals</p>	<p>Recommend appointments of Executive Team (excluding CEO) and Principals</p> <p>Appointment Heads of Professional Service</p> <p>Propose leadership staff structure (principal and vice principal) in each academy</p> <p>Approve leadership structure in professional teams</p> <p>Conduct leadership staff appraisal in accordance with the policy</p> <p>Consider and approve additional payments (temporary)⁶³ to Principals, Vice Principals, Assistant Principals and Heads of Professional Service</p> <p>Agree annual objectives of Principals and Heads of Professional Service</p>	<p>Contribute to the development of leadership staff structure (principal and vice principal) in each academy</p> <p>Appoint Vice Principals and Assistant Principals</p> <p>Conduct leadership staff appraisal in accordance with the policy</p> <p>Propose additional payments (temporary) to Vice Principals and Assistant Principals</p> <p>Agree annual objectives of Vice Principals and Assistant Principals</p> <p>Recommend pay progression of Vice Principals and Assistant Principals</p>	<p>HR: Develop and propose the Trust Leadership Pay Policy</p>	<p>Scrutinise annual objectives of Vice Principals and Assistant Principals</p>
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Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
				<p>Recommend pay progression of Executive Team (excluding CEO) and Principals</p> <p>Approve pay progression of Assistant Principals and Heads of Professional Service on LMG1 or 2</p>			

⁶² These include honoraria, one off payments, discretionary payments, accelerated increments etc

⁶³ These include honoraria, one off payments, discretionary payments, accelerated increments etc

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
Staffing: All other teaching staff		Consider and approve Teachers Pay and Appraisal policies Monitors		Monitor implementation of Teachers and Pay and Appraisal policies in academies Approve pay recommendations for teachers Consider and approve additional payments (temporary) ⁶⁴ , TLRs, Acting Up allowances and recruitment & retention allowances for teachers Consider and approve significant changes to teaching staff structures in academies	Make pay recommendations for teachers Propose additional payments (temporary), TLRs, Acting Up allowances and recruitment & retention allowances for teachers Determine teaching staff requirements in the academy Propose significant changes to teaching staff structures in the academy	HR: Develop and propose Trust Teacher Pay and Appraisal Policies HR: Prepare benchmarking data illustrating implementation of Teacher Pay and Appraisal policies Fin & HR: Scrutinise and recommend additional payments (temporary), TLRs, Acting Up allowances and recruitment & retention allowances for teachers	Monitor implementation of Teachers Pay & Appraisal Policy in each academy, highlighting key risks to the Executive Team Moderate a sample of teacher annual pay and appraisal reviews Contribute to the evaluation of teaching staff structures and professional development in each academy

⁶⁴ These include temporary payments, honoraria, one off payments, discretionary payments, accelerated increments etc

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
Staffing: All other support staff		<p>Consider and approve Support Staff Pay and Appraisal policies</p> <p>Monitor</p>		<p>Monitor implementation of Support Staff Pay & Appraisal policies in academies and central teams</p> <p>Consider and approve additional payments (temporary)⁶⁵ and recruitment & retention allowances for support staff</p> <p>Consider and approve support staff regrading</p> <p>Consider and approve significant changes to support staff structures in academies</p> <p>Determine staffing requirements in the central Trust teams; Consider and approve structural changes</p>	<p>Propose additional payments (temporary) and recruitment & retention allowances for support staff in academy</p> <p>Propose support staff regrading in academy</p> <p>Determine the support staff requirements in the academy</p> <p>Propose significant changes to the support staff structures in the academy</p>	<p>HR: Develop and propose Trust Support Staff Pay and Appraisal Policies</p> <p>HR: Prepare benchmarking data illustrating implementation of Support Staff Pay & Appraisal policies</p> <p>All: Propose additional payments (temporary) and recruitment & retention allowances for central staff</p> <p>All: Propose support staff regrading in central team</p> <p>Fin and HR: Scrutinise and recommend proposed support staff regrading</p>	

⁶⁵ These include honoraria, one off payments, discretionary payments, accelerated increments etc

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
Replacement, amended or additional posts				<p>Approve amended or additional fixed term posts with variation over £10,000</p> <p>Approve additional permanent posts</p>	<p>Approve like for like replacement or amended posts with variation up to £10,000</p> <p>Propose amended or additional fixed term posts with variation over £10,000</p> <p>Propose additional permanent posts</p>	<p>All: Approve like for like replacement or amended posts with variation up to £10,000</p> <p>All: Propose amended or additional fixed term posts with variation over £10,000</p> <p>All: Propose additional permanent posts</p> <p>HR and Fin: scrutinise and recommend replacement, amended or additional posts</p>	
Professional development				<p>Develop and implement the cross Trust professional development programme for teachers and support staff</p> <p>Consider and approve proposals for additional INSET days</p> <p>Approve training agreements⁶⁶ for central staff</p>	<p>Develop and implement a professional development programme for academy staff</p> <p>Approve training agreements for academy staff</p>	<p>All: Assist with implementation of professional development programmes</p> <p>All: Support the development of and reviews training agreements for academy and central staff</p>	Contribute to professional development in each academy

⁶⁶ Training agreements are agreements to contribute to the costs of relevant professional development and accredited courses, where there is an expectation that the recipient reimburses these costs should they leave the Trust's employment with a specified period

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
Apprenticeships				<p>Consider and approve requests to undertake an apprenticeship funded by the Trust's apprenticeship levy</p> <p>Approve the Trust's apprenticeship plan</p> <p>Monitor apprenticeship levy expenditure and apprenticeship registrations</p> <p>Approve the annual apprenticeship report prior to submission to the DfE</p>	<p>Propose requests for staff to undertake an apprenticeship funded by the Trust's apprenticeship levy</p>	<p>All: Propose requests for staff to undertake an apprenticeship funded by the Trust's apprenticeship levy</p> <p>HR: Develop and propose the Trust's apprenticeship plan, including prioritisation of apprenticeship funding</p> <p>HR: report on the use of apprenticeship levy funding and apprenticeship registrations</p> <p>HR: Prepare the annual apprenticeship report prior to submission to the DfE (by 30/9)</p>	
Staff and union consultation		<p>Monitor arrangements for consultation with unions</p>		<p>Consider and approve Trade Union Recognition Agreement</p> <p>DoS: Lead Trust JCC meeting</p>		<p>HR: Develop and propose Trade Union Recognition Agreement</p> <p>HR: Report and publish Trade Union Facilities Time</p>	

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Challenge Partner
Payroll – administration and authorisations				<p>DoFO: Approve travel and expenses claims for Principals</p> <p>DoFO / DoS / DoSI: Approve overtime / additional hours for central Trust staff</p>	<p>Approve overtime / additional hours, travel and expenses claims for academy staff (apart from Principal)</p> <p>Adhere to payroll schedule</p>	<p>HR: Review and approve payroll payment file⁶⁷</p> <p>HR: Input approved contractual changes into payroll system</p> <p>All: Approve travel and expenses claims for central Trust staff</p>	

⁶⁷ Any contractual changes and additional payments must have followed the relevant approval process before being processed in the payroll