



SCHEME OF DELEGATION

Recommended by: CRSAAT Executive Principal (CEO)

Recommendation Date: 23rd September 2020

Ratified by: Chair of the Trust Board

Signed:

A handwritten signature in black ink, appearing to be 'Eve. G. J.', written over a horizontal line.

Position on the Board: Chair

Ratification Date: 30/09/2020

Next Review: October 2021
(or earlier if the Board deem appropriate)

Policy Tier (Central/Hub/School): Central

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Introduction

1. As a member of the RSA Family of Academies, the Central RSA Academies Trust recognises both the benefits of collaboration and the importance of allowing schools appropriate autonomy and flexibility to respond to the needs of their own communities.
2. Within the Central RSA Academies Trust the Board of Trustees is accountable in law for all major decisions about the academies within the group. This does not mean, however, that the Board is required to make all the decisions themselves. The Central RSA Academies Trust takes the view that many decisions can and should be delegated, including to the Executive Principal (CEO) and Local Academy Governing Boards (LAGB) and across individual academy Senior Leadership Teams (SLT).
3. The attached scheme of delegation is the key document defining the lines of responsibility and accountability in a MAT. It is intended to be a clear and systematic way of ensuring members, trustees, committees (including LAGBs), executive leadership and academy principals are clear about their roles and responsibilities, allowing everyone to get on with the business of improving outcomes for children and young people.
4. The scheme of delegation will be kept under regular review and will be changed as required at any time to ensure clarity of operation and in the spirit of the above.

Aims of the Scheme of Delegation

To ensure that:

1. The division between the operational aspects of the academies and the role of governance is clear cut.
2. Considerable value is placed upon good forward planning and that those plans are reflected in the well-considered annual budgets and longer term forecasts.
3. Accountability is appropriate at the appropriate level to the particular institution, its scale as well as its status on the journey towards achieving and maintaining excellent outcomes.
4. Management and, in particular, accounting surprises are minimised. (forecasts and regular management accounting reviews by both Trust F&R Committee and by LAGB).
5. Principals of our Academies have the maximum authority and flexibility to operate within their academy budgets as outlined in the Scheme of Delegation. (Authority appropriate to size of school is the norm, and only reduced where concerns from LAGB or Trust Board lead to specific reduction in levels for an Academy.)
6. Governors and Trustees retain a degree of objective challenge over plans, performance reviews, outcomes and forecasts.
7. The Trust needs to actively manage reserves across the Trust academies to facilitate the Trust's role in developing talent and educational policies which will enhance outcomes at some or all of its institutions.
8. The Finance function plays a key role in the stewardship of Trust and Academy assets and resources and is fully supported by qualified and committed team with leadership in across each tier as well as cross function roles.
9. The Trust Finance Committee is operating on behalf of the Trust in reviewing detailed aspects of academy budget proposals and their longer term forecasts, as well as the allocation of and justification for capital expenditure allocations and in making recommendations on these matters to the Trust it deems appropriate; as such this committee does not replace whatever local oversight the LAGB deems appropriate.

The Trust School Improvement Model

(and degree of delegation by school category designation) – ensuring sustainable excellence

A key strategic aim of the Trust is to ensure that all schools are delivering sustainably good education. The Trust deploys an Educational Improvement Team to assess risk that consists of the Executive Principal (CEO)(NLE), Trust Primary Lead (NLE), the commissioned Trust School Improvement Partner service. The Executive Principal (CEO), through this team, identifies when additional capacity is required from external providers to support the evaluation of risk.

An ongoing assessment of schools in the Trust, and those potentially joining the Trust, is made against our ‘seven pillars’ of school improvement:

- Outcomes, and current cohort progress measures
- Teaching, learning and assessment
- Well-being, behaviour and attendance
- Leadership and management, including improvement planning, performance management, quality assurance, line management and financial efficiency
- Curriculum and staffing
- Governance
- RSA Commitments, attributes and enrichment guarantee

Our pillars are underpinned by the vision and values of the Central RSA Academies Trust, which are closely aligned to the values of the RSA and the RSA Academies. Detailed due diligence is carried out for schools seeking to join the trust. The pillars form the basis of assessing the school improvement risks, as part of this process.

Appropriate challenge, support and intervention

Trust Board Monitoring and the Role of the Trust School Improvement Partner

The Trust Board take a robust approach to monitoring standards, procuring an external School Improvement Partner consultant to provide external challenge, supporting the Educational Improvement Team in identify strengths and risk across the Trust.

The Board provides strong support and challenge to the schools, and to the central team. The Board invests in areas of risk, ensuring that appropriate support is put in place in a differentiated approach dependent on need:

‘Good or better’

Where all seven pillars are securely and sustainably ‘good’, school improvement planning is fully delegated to the school, and normal line management and monitoring support is applied by the Trust to the school.

Our co-design teams are set up to ensure that colleagues from schools across the Trust are able to develop and share best-practice. Where collaborative development leads to a clear ‘best way’ then our School Improvement Executive will, in dialogue with the Principals (Central Executive) will standardise practice, as appropriate.

Where a pillar is deemed less than good, or vulnerable to dropping below good, then additional support is allocated by the Trust.

‘At risk’

Where a number, or all pillars, are not yet securely good, or is at risk of losing ‘outstanding’ in terms of Ofsted overall effectiveness, the school is designated as ‘at risk’ by the Trust Board, who manage by exception. School Improvement planning is not delegated, and the Educational Improvement Team (Executive Principal (CEO), Trust Primary Lead, Trust SIP), and the School Improvement Leader support the Principal and take oversight of plans and progress against plans. As appropriate, they also take an active role with senior leaders at the school in the school improvement planning process, to ensure full support is given to rapid improvement, and coordinate SLE and

other support.

The Educational Improvement Team will identify additional resource allocation from the Trust School Improvement Fund, as required, including the deployment of:

- NLE (inc. EP(CEO) & Trust Primary Lead) support
- Additional TSIP support
- School Improvement Leader support
- SLE support from within the Trust, and through the RSA Teaching School Alliance
- Deployment of other Trust senior leader support (including secondment)
- Additional support and resource as required

The interventions are swift in order to generate rapid improvement that enables the school improvement planning process to be delegated at the earliest opportunity (once confidence can be assured that the school is securely and sustainably no longer at risk).

A key strategic aim of the Trust is to ensure that all schools are delivering sustainably good education. The Trust deploys a team to assess risk against this aim that consists of the CEO, the Early Years and Primary Curriculum Advisor and the commissioned Trust School Improvement Partner service. The CEO identifies when additional capacity is required from external providers to support the evaluation of risk.

An ongoing assessment of schools in the Trust, and those potentially joining the Trust, is made against our 'six pillars' of school improvement:

- Outcomes, and current cohort progress measures
- Teaching, learning and assessment
- Well-being, behaviour and attendance
- Leadership and management, including performance management, quality assurance, line management and financial efficiency
- Curriculum
- Governance

Our pillars are underpinned by the vision and values of the Central RSA Academies Trust, which are closely aligned to the values of the RSA and the RSA Academies.

Appropriate support and intervention

Where all six pillars are securely and sustainably 'good', school improvement planning is fully delegated to the school, and normal line management and monitoring support is applied by the Trust to the school.

Where a pillar is deemed less than good, or vulnerable to dropping below good, then additional support is allocated by the Trust.

'At-risk'

Where a number, or all pillars, are not yet securely good, the school is designated as 'at risk'. School Improvement planning is not delegated, and the CEO, with the Principal, take an active role with senior leaders at the school in the school improvement planning process, to ensure full support is given to rapid improvement. The CEO will identify additional resource allocation from the Trust School Improvement Fund, as required, including the deployment of:

- NLE (inc. EP CEO) support
- Additional TSIP support
- EY&PC advisor support

- SLE support from within the Trust, and through the RSA Teaching School Alliance
- Deployment of other Trust senior leader support (including secondment)
- Additional support and resource as required

The interventions are swift in order to generate rapid improvement that enables the school improvement planning process to be delegated at the earliest opportunity (once confidence can be assured that the school is securely and sustainably good).

Financial delegation thresholds by school finance banding

The Trust will designate each school in the Trust to a threshold banding annually based on size of school)

Band C Schools > 1000 pupils

Band B Schools with >500 and <1000 pupils

Band A Schools with <500 pupils

Where financial thresholds apply as part of the scheme of delegation, thresholds may vary by banding.

Note: *Ipsley, Abbeywood and Churchill, as three schools but with one Executive Principal is designated as Band b Orders placed to one supplier for similar goods from two or more schools must be treated as aggregate value when applying the threshold*

| Threshold> Band | 4.5.2.1 Principal's Authority - Placing orders for goods and services (capex and revenue) – covered by budget | 4.5.2.2 Principal's Authority Placing orders for goods and services (capex and revenue) – NOT covered by budget | 4.6.5 Disposal of assets Proposed by Principal, Approval threshold for LAGB (EP(CEO)/F&R informed) | 4.7.4 Write-off of bad debts Proposed by Principal, Approval threshold for LAGB (EP(CEO)/F&R informed) | 4.8.1 Expenses claims of subordinates | 4.8.8 Non-statutory payments and settlements |
|--------------------|--|--|---|---|---|---|
| A | Up to £5000 | Up to £2500 | Up to £10000 (original Cost) | Up to £5000 | Principal authorised <£500, LAGB authorised <£1000, >£500 | Principal proposes to EP(CEO) for Approval <£10000 (F&R sign off above £10000 |
| B | Up to £10000 | Up to £5000 | Up to £10000 (original Cost) | Up to £5000 | Principal authorised <£500, LAGB authorised <£1000, >£500 | Principal proposes to EP(CEO) for Approval <£10000 (F&R sign off above £10000 |
| C | Up to £15000 | Up to £7500 | Up to £10000 (original Cost) | Up to £5000 | Principal authorised <£500, LAGB authorised <£1000, >£500 | Principal proposes to EP(CEO) for Approval <£10000 (F&R sign off above £10000 |

Organisational Delegated Authority Framework

SECTION ONE: Strategy

| Strategy | Is authority delegated from the Board as a delegated function? | Executive Principal(CEO) | Chief Finance Officer | Chairs of Local Academy Governing Board (CoLAGB) | Local Academy Governing Board | Academy Principal |
|--|--|------------------------------------|--|--|---------------------------------------|---------------------------------------|
| I.1 | | | | | | |
| I.1.1 Overall strategy of CRSAAT | No | Responsible for setting strategy | Provides financial advice and assistance in developing strategy | Consulted during strategy development | Consulted during strategy development | Consulted during strategy development |
| I.1.2 Admission of new academies to CRSAAT* | No | Makes recommendations to the Board | Provides due diligence advice in relation to potential new academies | Consulted | Consulted | Consulted |
| I.1.3 Entering into Funding Agreements | No | | | | | |
| I.1.4 Entering into operating leases or other legal arrangements (where allowed by EFA Academies Financial Handbook) | No | | | | | |

SECTION TWO: Governance

| Governance | Delegated Function? | EP (CEO) | CFO | COO | Head of Corporate Services | Chairs of Local Academy | LAGB | Principal |
|---|---|--------------------------|--|----------------------------------|---|--|----------------------------------|---------------------------|
| 2.1 | | | | | | | | |
| 2.1.1 Appointment of Directors | No (Members Appoint) | Recommendations to Board | | | | | | |
| 2.1.2 Removal of Directors | No | Recommendations to Board | | | | | | |
| 2.1.3 Approval of terms of reference for all governance committees | No | Recommendations to Board | Recommendations to Board | | Recommendations to Board | Recommendations to Board | Consulted | Consulted |
| 2.1.4 Recruitment procedures for LAGBs | No | Recommendations to Board | | | Recruits Governors on behalf of the TB | | | |
| 2.1.5 Appointment of Board appointed Local Governors (other than the chair) | No (normally on recommendation of CoLAGB) | Recommendations to Board | | | Recommendation of appointment to CEO | | | |
| 2.1.6 Appoint Chair of Local Academy Governing Board | No | Recommendations to Board | | | Recommendations of appointment to CEO | Recommendations to Board | Recommendations to Board | |
| 2.1.7 Removal of Local Governors | No | Recommendations to TB | | | Recommendations to CEO | Recommendations to HoCS | Recommendations to CoLAGB | Recommendations to CoLAGB |
| 2.1.9 Appoint/Remove clerking role of Head of Corporate Services | No | Recommendations to Board | | | | | | |
| 2.1.10 Appoint & Remove Clerk to the LAGB | No (Board to ratify appointments) | | | | Involved in process (as line manager of appointed individual) | Oversees in recruitment and appointment of clerk – recommend to Board for ratification | Involved in Appointment of clerk | Recommendations to LAGB |
| 2.1.11 Coordination of Governor flow of information and decisions | Yes | | | | Coordination of agendas/policy schedule or delegated to clerk | | | |
| 2.1.12 Authorised to approve/amend organisational scheme of delegation | No | Recommendations to Board | Recommendations to Board | Recommendations to EP(CEO) | | Recommendations to Board | Recommendations to CoLAGB | Recommendations to CEO |
| 2.1.13 Take out Director Indemnity Insurance Cover | Yes | | Responsible for making adequate arrangements | | | | | |
| 2.1.14 Acquisition of legal entities | No | Recommendations to Board | Provision of professional advice | Provision of professional advice | | | | |

| Governance | Delegated Function? | EP (CEO) | CFO | COO | Head of Corporate Services | Chairs of Local Academy Governing | LAGB | Principal |
|---|---|---|---|---|--|--|--|---|
| 2.1.15 Maintenance of register of interests | Yes | | Responsible for ensuring register is maintained | | Support CFO (inc. Ensuring website published). Responsible for ensuring Trust register is up to date and accurate. | Responsible for ensuring LAGB register is accurate and up to date | | |
| 2.1.16 Entering into, or withdrawing from, a formal partnership (such as dual use agreements >15K per Annum – see School Banding) | No, but may be delegated in some cases based on financial value and level of risk | Recommendations to Board | Provision of professional advice | Provision of professional advice | | Recommendation of local formal partnerships for Board ratification | Approves local partnership in line with Banding limits | Recommends local formal partnerships |
| 2.1.17 Maintenance of Risk Management processes | No (but management required as outlined, all reporting to the Board)) | Responsible for ensuring CRSAAT risk register is maintained, reporting to the Board | Responsible for reviewing financial risks, supporting c-Suite with managing risk reporting to the Board | Responsible for managing risk register and risk management processes/advice, reporting to the Board | Support COO | Reviews relevant risks on risk register and contributes to process/updates/amendment, reporting to the Board | Reviews relevant risks on risk register and contributes to process/update/amendment | Responsible for ensuring Academy risk register is maintained, reporting to the Board Ensures senior leaders review relevant risks as part of culture and contributes to process/update |
| 2.1.18 Approval of CRSAAT policies not specifically referenced elsewhere within this document or appendices (see policy scheme of delegation) | No, but may be delegated in some cases based on level of risk | Makes recommendations to Board | Makes recommendations to Board | Makes recommendations to the Board | Maintains policy review schedule and publishes to websites | Delegated authority for approval of any policies specifically delegated to LAGB | Make recommendation to CoLAGB for policy approval in line with scheme of delegation. | Make recommendation to CoLAGB for policy approval in line with scheme of delegation. Ensures policies published appropriately |

SECTION THREE: Education/Curriculum

| Education/Curriculum | Delegated Function | EP(CEO) | Educational Improvement Team (EIT) | Chairs of Local Academy Governing Board | Local Academy Governing Board | Principal |
|---|--|--|---|---|--|--|
| 3.1 | | | | | | |
| 3.1.1 Approval and monitoring of CRSAAT and academy targets for student achievement and attendance | No | Responsible for proposing CRSAAT and local targets to the Board and providing appropriate reporting to Audit, Standards and Risk Committee | EIT propose school targets for scrutiny by A,S &R committee and for ratification by the Board | Review of local target setting processes and reporting to Board | Review of local target setting and responsible for holding Principal to account | Reports to LAGB and Board (via Trust Audit, Standards and risk Committee) through EIT) |
| 3.1.2 Approval and monitoring of CRSAAT and academy targets for quality of teaching and learning | No | Responsible for proposing CRSAAT and local targets to the Board and providing appropriate reporting to Audit, Standards and Risk Committee | EIT propose school targets for scrutiny by A,S &R committee and for ratification by the Board | Review of local target setting processes and reporting to Board | Review of local target setting and responsible for holding Principal to account | Reports to LAGB(and Board (via Trust Audit, Standards and risk Committee) EIT |
| 3.1.3 Approval and monitoring of CRSAAT and academy targets student wellbeing, behaviour and attendance | No | | EIT propose school targets for scrutiny by A,S &R committee and for ratification by the Board | Review of local target setting processes and reporting to Board | Review of local target setting and responsible for holding Principal to account | Reports to LAGB , and Board (via Trust Audit, Standards and risk Committee) |
| 3.1.4 Approval of school improvement plans | Yes | Authorised to sign off governor recommendation for school improvement plans | Recommends sign-off of school improvement plans for delegated schools to EP(CEO) | Reports exceptions as notified by LAGB to the Board | *Delegated authority (unless at risk) for approval and monitoring of school improvement plans, reporting exceptions to the Board | Responsible for development and delivery of school improvement plans. Reports to LAGB |
| 3.1.6 Post-Ofsted CRSAAT Action Plan sign off | No (may appoint task and finish group) | Makes recommendation to Board | Makes recommendations to EP(CEO) | | | |
| 3.1.7 Post-Ofsted Academy Action Plan sign off | Yes* (for good and better) | Authorized to approve and monitor schools less than good | Authorised to approve and monitor schools as delegated | Review feedback and plans | Delegated authority (if good or better) for approval and monitoring of academy post-OFSTED planning | Makes recommendations and reports to LAGB |

| Education/Curriculum | Delegated Function | EP(CEO) | Educational Improvement Team (EIT) | Chairs of Local Academy Governing Board | Local Academy Governing Board | Principal |
|---|--|---|---|--|---|--|
| 3.1.8 Curriculum approval | No | Monitors curriculum in line with strategic plan – Support and sign-off of curriculum plan for schools | Monitors curriculum in line with strategic plan of delegated schools, making recommendations to EP(CEO) for curriculum plan sign-off | | Approves curriculum proposal in line with strategic plan for recommendation to the Board via EP(CEO) | Recommends curriculum to LAGB for approval |
| 3.1.9 Curriculum: Planning, implementation and review | Yes | Oversees development and delivery of effective curriculum plans, implementing CFO led CLFP cycle | Oversees development and delivery of effective curriculum plans in delegated schools, implementing CFO led CLFP cycle – recommendations to EP(CEO) | | Monitors effectiveness of curriculum plans, in line with CLFP led targets | Develops and delivers curriculum plans, responding to CLFP led targets |
| 3.1.10 Sign off of CRSAAT educational policies) | Partly, in line with School Improvement scheme of delegation) and policy schedule) | Makes recommendations to Board – where exceptions | Makes recommendations to BEP(CEO), including agreed standardised/aligned/d elegated approaches laid out in Educational Improvement Scheme of Delegation | Delegated Authority (as per policy schedule) | Monitors delivery of policy, strategy and procedure Responsible for implementation of policy, procedure and strategy | |
| 3.1.11 Sign off of local academy educational policies and procedures | Partly (see policy schedule) | | | | Delegated authority for approval and monitoring of local academy policies and procedures including agreed standardised/aligned/ delegated approaches laid out in Educational Improvement Scheme of Delegation | Makes recommendations and reports to LAGB |
| 3.1.12 Implementation of educational policy procedure and agreed strategy | Yes | Responsible for reporting implementation to Audit, Standards and risk Committee by TPEP and SIL | Monitors implementation of strategy trust-wide | Ensures monitoring of local delivery | Monitors local delivery of strategy, supported by Executive and School Improvement partner | Responsible for implementing agreed trust and local strategy |
| 3.1.13 Term dates | No | Recommends term dates to TB | | | Consulted | Makes recommendations to EP(CEO), in dialogue with other Principals |
| 3.1.14 Length/ organisation of Academy day | No | Makes recommendations to TB | | | Consulted | Makes recommendations to EP(CEO) |

| Education/Curriculum | Delegated Function | EP(CEO) | Educational Improvement Team (EIT) | Chairs of Local Academy Governing Board | Local Academy Governing Board | Principal |
|---|--------------------|--------------------------------|------------------------------------|---|---|--|
| 3.1.15 Fixed term exclusions | Yes | Monitors | Monitors for delegated schools | | Receives report | Authorised, report to LAGB |
| 3.1.16 Permanent exclusions | Yes | Monitors | Monitors for delegated schools | | Convenes hearing to review Principal decision – confirm/overrule decision | Authorised, report to LAGB |
| 3.1.17 Exclusion appeals | Yes | | | | Runs appeals processes | |
| 3.1.18 Admissions policies and criteria | No | Makes recommendations to Board | Makes recommendations to EP(CEO) | Recommendation to TB | Recommendation to board via CoLAGB | Recommendation to board via LAGB |
| 3.1.19 Admissions policy implementation | Yes, but monitors | | | | Convenes appeals panels (or outsources legal Clerk and trained panel) | Authorised (Reports to LAGB and Board) |

SECTION FOUR: Finance

| Finance | Delegated Function? | EP(CEO) | CFO | Trust Finance & Resources Committee | Local Academy Governing Board | Principal |
|---|-------------------------------------|-----------------------------------|--|---|--|--|
| 4.1 STATUTORY REPORTING | | | | | | |
| 4.1 Completion and approval of annual accounts and reports to funding and regulatory bodies | No | Review | Recommendation to EP(CEO) and Board via Audit Committee | | | |
| 4.2 Completion and submission of other accounting returns | Yes | | Authorised | | | |
| 4.3 Completing annual & periodic financial reports to Board and/or DfE (including income/expenditure, cashflow, projections etc). | Yes | | Authorised | | | |
| 4.4 Authorised to complete TAX/PAYE returns | Yes | | Authorised | | | |
| 4.5 Authorised to complete VAT returns. | Yes | | Authorised | | | |
| 4.2 SYSTEMS OF INTERNAL FINANCIAL CONTROL | | | | | | |
| 4.2.1 Assurance over adequacy of systems of internal financial control | No | Provides assurance to EFA as AO | Provides assurance to EP(CEO) and Board [Audit Committee monitors adequacy] | | | |
| 4.2.2 Approval of financial regulations | No | | Recommendation to Board | | | |
| 4.2.3 Appointment of internal auditors | No | | Management of appointment process – Audit Committee advise TB on appointment | | | |
| 4.3 BUDGET & MANAGEMENT REPORTING | | | | | | |
| 4.3.1 Approval of annual budget | No | Endorsement as Accounting Officer | Oversight of preparation, review of budget plans, propose to Board via | Review and recommendation to Board | Review of detailed academy financial plans – agrees major issues | Preparation of detailed academy financial plans |
| 4.3.2 Receipt and review of management accounts | No | | Review of academy management accounts and preparation of summary report to Board | Review of Trust & Academies financial position – report exceptions/concerns/opp ortunities & recommendations to the Board | Review of academy financial position | Accountable for local academy financial position |
| 4.3.3 Monitor monthly expenditure and latest FYFs | Yes <2% Approves variations >2% GAG | Recommends variations > 2% of GAG | Prepares F&R reports | Highlights concerns and exceptions to Board and LAGBs Approves up to 2% of GAG variation | Monitors concerns & exceptions and responds to Board/F&R | Monitors concerns & exceptions and responds to Board/F&R |
| 4.3.4 Approval of CRSAAT budget and academy contributions | No | Recommendation to Board | Recommendation to Board | Consulted | Consulted | Consulted |
| 4.3.5 Deficit forecasts (where budget is surplus) | No Approves | Endorses proposals | Proposes | Reviews and recommends | Agrees variation | Reports to LAGB & Trust |
| 4.4 FINANCIAL PROCEDURES | | | | | | |
| 4.4.1 Authorise Financial Procedures Manual | No | Recommendation to Board | Responsible for drafting and updating as required. | Recommendation to Board. Audit committee | Consulted | Consulted |

| Finance | Delegated Function? | EP(CEO) | CFO | Trust Finance & Resources Committee | Local Academy Governing Board | Principal |
|---------|---------------------|---------|-------------------------|---|-------------------------------|-----------|
| | | | Recommendation to board | also to consider and make recommendations | | |

| Finance | Delegated function? | EP(CEO) | CFO | F&R Com. | LAGB | Principal | |
|---|---|--|---|---|--|--|--|
| 4.5 Purchasing | | | | | | | |
| 4.5.1 | Ensuring compliance - purchase and tendering | | Assures with Audit | | | | |
| 4.5.2.1 | Placing orders for goods and services (capex and revenue) -If covered by budget | Approves >£50k | <£50k subject to F&R agreement | <£25k with LAGB and F&R agreement | Reviews if >£25k, Approves if <£50K, | Agrees | Approves – band A/B/C |
| 4.5.2.2 | Placing orders for goods and services If in excess of budget | Approves >£25k | <£25k subject to F&R agreement | <£10k with LAGB & F&R agreement | Reviews >£10k, approves<£25k | Agrees | Approves - band A/B/C |
| 4.5.3 | Set up of new vendors | Yes | | Authorised with dual key process | | | |
| 4.5.4 | Letters of guarantee, indemnities, letters of comfort | No Approve all | Endorse | Propose | Reviews and recommends | | |
| 4.6 Capital projects | | | | | | | |
| 4.6.1 | Building strategy and capital projects | Approves strategy [not delegated - although delegated below 25K] | Develops buildings strategy with CFO/ Principals/LAGBs through F&R committee [authorised budgeted below £25K] | Develops estates strategy with EP(CEO)/ Principals/LAGBs through F&R committee Maintains planning horizon and proposes projects [authorised budgeted below 25K] | Maintains estates strategy and makes recommendation to the Board for building projects above £25K[authorised budgeted above £25K)Reviews planning horizon and evaluates projects and timelines | Recommends buildings /capital needs (inc. major maintenance) for academy to F&R/Board Recommends building and major maintenance projects | Develops buildings/capital needs (inc. major maintenance) and recommends priorities to LAGB [authorised by threshold Band A/B/C Identifies capacity needs and prioritises projects |
| 4.6.2 | Management of capital projects | Yes | Ensures management and governance arrangements are appropriate and reports to Board | Oversight of capital projects (VIA H&S committee) -reports to F&R | Monitors compliance of policy and procedures on site through H&S committee – receives quarterly report | Responsible for compliance on site of policies and procedures | Management of capital projects |
| 4.6.3 | Post implementation audits | | Receives audits | Prepares audits | Requests audits | Receives audits | Receives audits |
| 4.6.4 | Asset register | Yes - Receives verification reports | | Maintains register and undertakes prog of asset verification | Receives verification results and recommends action | | Assists in verification prog and responsible for security |
| 4.6.5 | Disposal of assets | Partly - Approve disposal with NBV >£15k | Approve disposal with NBV <£15k | Any disposal with NBV <£1000 | Approve disposal with NBV >£10k | Approve disposal with NBV <=10K | Proposes |
| 4.7 Banking , Borrowing & Fiscal | | | | | | | |
| 4.7.1 | Open bank accounts and set approved signatories | No - Approves signatories | Can be signatory | Proposes and manages funds. Can be signatory | | | |
| 4.7.2 | Approval to borrow or financial lease | No - Approves submission the EFA | Endorses proposals | Recommends | Reviews and recommends | | |
| 4.7.3 | Investment of cash balances | No - Approves. Receives audit reports | Endorses proposals | Proposes | Reviews and recommends | | |
| 4.7.4 | Write off of bad debts | Partly - Approves>£25k | | Proposes | Approves , with CFO >£5k, <25K | Approve <5K, refer to CFO/F&R >5K | Propose to LAGB <5K |

| | | | | | | | |
|----------------|---|---|---|---|---|--|---|
| 4.7.5 | Addition of Procurement Cards | Yes | Approves new cardholders > £1,000 per month | Approves new cardholders < £1,000 per month | | | Proposes new cardholders |
| Finance | | Delegated function? | EP(CEO) | CFO | F&R Com. | LAGB | Principal |
| 4.8 | Staffing | | | | | | |
| 4.8.1 | Expense claims for subordinates | Yes -CEO/EP expenses approved by Chair | Authorised any staff >£1000, informing F&R | Authorised <£250 own staff, <£500 any staff | Informed >£1000 | Authorised >£500, <=£1000 | Authorised <= £500 |
| 4.8.2 | Recruitment of staff - *** For Senior executives separate authority applies | | | | | | |
| 4.8.3 | Budgeted positions | Yes | Endorses additional recruits | Evaluates annual staffing plan and rolling changes, reports headcount | Reviews as part of budget | Recommends annual budget staffing plan – approves staffing within budget | Replacements or additional recruits within budgeted plan as delegated by LAGB |
| 4.8.4 | Unbudgeted positions | Yes – to CEO | Authorised - Agrees proposals | Makes proposals for central staff | Reviews financial impact and recommends | Recommends | Makes proposals to CEO |
| 4.8.5 | Payroll changes | Yes | | Authorises changes processed by HR | | | Authorises changes processed by HR |
| 4.8.6 | Pay awards (Annual) | No - Approved at Board | Makes recommendation to F&R | Makes recommendation to AO | Makes proposals | | |
| 4.8.7 | Salary exceptions to policy | Yes – to EP(CEO) | Approves | Evaluates | | | Proposes |
| 4.8.8 | Non-statutory payments and settlements | Partly – below 10K to EP(CEO), Approves <£50K EFA Approval above 50K | Approves<=£10k Recommends to TB >10K | Recommends | informed | Recommends to EP(CEO) for approval | Proposals |

SECTION FIVE: Human Resources

| Human resources | Delegated Function? | EP(CEO) | CFO | COO | LAGB | Principal |
|--|--|---|---|--|--|---|
| 5.1 STAFF STRUCTURE | | | | | | |
| 5.1.1 Approval of annual staffing budgets | No (LAGB to recommend, finance committee to endorse or highlight risks) | Reviews costed staffing plans and makes overall budget recommendations to Board via Trust Finance and Resources Committee | Reviews costed staffing plans and makes overall budget proposals to Board, recommendation via Trust Finance and Resources Committee | | Recommends annual staffing plans to EP (CEO) & F&R committee for overall consideration | Prepares annual staffing plans |
| 5.1.2 Authorised to Increase Academy/Organisational Headcount (Establishment) within existing staffing budget (replacement only) | Yes – to EP(CEO) | Can authorize changes beyond overall budget | Monitors, and Advises EP(CEO)/F&R of exceptions/concerns | Monitors, and Advises EP(CEO)/F&R of exceptions/concerns | Approves increase in headcount within agreed finance budget | Can authorise replacement posts within existing staffing budget |
| 5.1.3 Job Description sign off | Yes | Authorised for Central Team | Authorised for Central Team | Approves Job Descriptions | | Agrees JD Signs JDs |
| 5.2 GRADE OF POSTS (TEACHING & SUPPORT STAFF) | | | | | | |
| 5.2.1 Job evaluation policy & procedures | No | | | | | |
| 5.2.2 Authorised to evaluate jobs and grades | Yes Responsible for oversight and cross-organisational grading | Monitors oversight and makes recommendations to TB | Provides oversight to TB and EP(CEO) on cross-organisational grading | Monitors and makes proposals to EP(CEO) | Approves grading proposals (in conjunction with Central Trust HR Pay Policy) | Makes grading proposals LAGB |
| 5.2.3 Authorised to agree/vary basic employment Terms & Conditions | No Ensures consistent application of T&Cs across the Trust | | | | | |
| 5.3 RECRUITMENT | | | | | | |
| 5.3.1 Recruitment and appointment of EP(CEO) | No | | Involved in process | | Involved in process | Involved in process |
| 5.3.2 Recruitment and appointment of CFO | No | Involved in process, advised Board | | | | |
| 5.3.3 Recruitment and appointment of Senior Executives and Principals | No | Appoints Central Team and Principals jointly with Board | | | Assists in Principal appointments | |
| 5.3.4 Recruitment and appointment of other Senior Leaders | Yes to EP(CEO) for V-Ps and to LAGB for A-Ps- may be involved at the request of the LAGB | Authorised for V-Ps Authorised to appoint other Senior leaders | Leads process for own teams | Leads process for own teams | Recommends V-Ps to EP(CEO) for appointment Authorised for A-Ps | Leads process for own teams, authorised below V-P, LAGB ratification of VP appointments |
| 5.3.5 Recruitment and appointment of other staff | Yes (with potential for reducing autonomy if needed) | | Authorised to appoint staff within own teams | Authorised to appoint staff within own teams | involved in process (delegated authority to Principal) | Authorised to appoint staff within own teams |
| 5.3.5A Recruitment Policy and Processes | No Ensures legislative | Advises Trust board | Advises trust board | Advises Trust Board | Consulted | Consulted |

| Human resources | Delegated Function? | EP(CEO) | CFO | COO | LAGB | Principal |
|---|---|---|--|--|--|---|
| | and best practice compliance in recruitment processes through HR policies | | | | | |
| 5.3.6 Recruitment procedures | Yes | Carries out recruitment processes in line with CRSAAT policies /procedures | Carries out recruitment processes in line with CRSAAT policies /procedures | Carries out recruitment processes in line with CRSAAT policies /procedures | Monitors recruitment processes are in line with CRSAAT policies/procedures | Carries out recruitment processes in line with CRSAAT policies/procedures |
| 5.3.7 Signing of employment contracts | Yes (but Chair must sign CEO contract) | Signs contracts of CFO, Principals and other senior Leadership posts | | | | Signs other employment contracts |
| 5.4 PAY POLICY | | | | | | |
| 5.4.1 Annual approval of pay policy, including pay awards, pay point values, etc. | No | Makes recommendation to Board | Makes recommendation to Board | Makes recommendations to the Board | Consulted | Consulted |
| 5.4.1A Determination of cross-organisational grading | No | Monitors and reports to board | Advises board | Advises board | | |
| 5.4.2 Determination of non cross-organisational pay ranges | Partly: Determines pay ranges for EP(CEO) and Principals Authorise EP(CEO) for Leadership | Approves Leadership pay ranges. Makes recommendation to the TB on Principal pay ranges | | | Recommends pay ranges for Leadership staff to EP(CEO) Makes recommendation to EP CEO on Principals ranges | Recommends ranges to LAGB |
| 5.4.3 Appointment outside range in salary structure | Yes | Authorised to give clearance for new ranges | | | | Proposal for new range |
| 5.4.4 Allocation of pay scale (TLR and equivalent) values | Yes Responsible for oversight | Approves if exceeds total budget | Ensures consistency | Ensures consistency | Approves if within total budget | Proposal for new posts |
| 5.4.5 Value of other discretionary allowances | Yes (except EP(CEO), CFO, Principals) | Approval of discretionary allowances | Reviews proposal and makes recommendation to EP(CEO) | Reviews proposal and makes recommendation to EP(CEO) | Approves if within total budget | Proposals for other allowances |
| 5.5.6 Annual Pay Progression | Yes, except for EP(CEO), CFO, Principals Monitors consistent application of policy and procedures | Ensures consistency | Ensures consistency | Ensures consistency across support staff structures | Agrees progression below Principal Involved in process for Principal | Oversight of appraisal and recommendation LAGB |
| 5.6 PENSION POLICY & DISCRETIONS | | | | | | |
| 5.6.1 Handling of all pension matters (teachers and support staff) | Yes | | Makes appropriate pension arrangements and ensures proper administration | | | |

| Human resources | Delegated Function? | EP(CEO) | CFO | COO | LAGB | Principal |
|---|---|---|-------------------------------------|--|--|---|
| 5.6.2 Approval of use of discretions | No | Makes recommendation to Board | Makes recommendation to Board | Makes recommendation to EP(CEO) | | |
| 5.7 OPERATION OF POLICIES | | | | | | |
| 5.7.1 Approval of CRSAAT employment policies | No | Makes recommendations to Board | Makes recommendations to Board | Makes recommendations to Board | | |
| 5.7.2 Objective setting and performance appraisal | Yes (except EP(CEO), Principals, CFO) Oversight of process Appointment of process/panels for EP(CEO)/Principals | Appraises Principals (with TSIP /Board / LAGB as appointed) Appraises CFO, with input from Audit and F&R | Appraisal arrangements for own team | Appraisal arrangements for all support staff | Assists in Principal appraisals, and SLT appraisals Monitors consistency of policy implementation | Appraisal arrangements for own team. Makes decision on progression (authorised). LAGB moderates and approves |
| 5.7.3 Approval of formal restructure plans | Partly, below Leadership team, unless school at risk in which case EP(CEO) authorised | Makes recommendations to Board. Approves 'at risk' proposals from LAGB | Makes recommendations to Board | Makes recommendations to EP(CEO) | Approves restructure plans below senior team. Recommends restructure plans at senior level (needs EP(CEO) sign off if 'at risk') | Proposes restructure |
| 5.7.4 Approval of non-statutory or special payments | No (and must refer to EFA >£50K) | Makes recommendations to Board | Makes recommendation to Board | Makes recommendations to EP(CEO) | | Part of Process |
| 5.7.5 Authority to issue warnings or other disciplinary measures except dismissal | Yes | May issue warnings in own teams | May issue warnings in own teams | May issue warnings in own teams | Part of formal panel | May issue warnings in own teams |
| 5.7.6 Authorisation of settlement agreements | No (above £15K) and must refer to EFA >£50K) | Authorise dismissal payments up to £15K Make recommendation to Board above £15K | Make recommendation to EP(CEO) | Make recommendation to EP(CEO) | | Make recommendation to EP CEO up to £15K |
| 5.7.7 Suspension of staff | Yes (except CEO, Trust board will appt external HR) | Yes (Principals (with LAGB involvement) and other staff) | Yes (own team) | Yes (support staff) | Assists in suspension of Principal Informed as appropriate of other staff | Yes – staff below Principal |
| 5.7.8 Ending Suspension of staff | Yes (except EP(CEO), Principals, CFO) | Authorised for central team/cross-staff team members | | | End suspension of Academy staff members below Principal | |

SECTION SIX: Health and Safety

| HEALTH AND SAFETY | Delegated? | EP(CEO) | COO | Local Academy Governing Board | Principal |
|--|--|--|--|---|---|
| 6.1 | | | | | |
| 6.1.1 Health and Safety Policy | No | Accounting Officer with oversight of H&S policy and practice | Makes recommendation to Board via Trust H&S expert group | Responsible for implementation of policy | Accountable for implementing policy |
| 6.1.2 Ensuring the adequacy of health and safety practice throughout CRSAAT | No | | Oversees CRSAAT arrangements and reports to Board | Ensures Academy arrangements are adequate | Reports to LAGB |
| 6.1.3 Critical incident planning | Yes, but monitors | | Holds CRSAAT and Academy Critical incident plans and reviews as appropriate | Ensures critical incident plans are adequate and in place | Responsible for critical incident management Reports to LAGB |
| 6.1.4 Health and Safety RIDDOR reporting | Yes, but monitors | | Ensures RIDDOR reporting is in place | | |
| 6.1.5 Health and Safety Accident reporting | Yes, but monitors | | Monitoring and reporting of exceptions Ensures serious incidents reported to Board and EP(CEO) as urgent action. Collates these for board reporting | Ensures that accident reporting arrangements are in place Serious accidents and near misses reported to board as urgent action | Ensures that accident reporting arrangements are in place Serious accidents and near misses reported to board as urgent action |
| 6.1.6 Statutory training | Yes, but monitors | | Monitors CRSAAT statutory training for H&S and reports to Board Advises Principals regarding training needs | Monitors Academy statutory training for H&S | Ensures that there are arrangements for statutory training for H&S |
| 6.1.7 Statutory compliance testing | Yes, but monitors (through expert H&S group and Business managers group) | | Implements and monitors CRSAAT statutory compliance testing and reports to Board | | Monitors local statutory compliance testing (Business Manager function) |
| 6.1.8 Academy health and safety arrangements including committee and use of risk assessments | Yes | | Convenes CRSAAT H&S Expert group and Business manager group to advise on policy updates, and advise audit committee and LAGB on programmes of compliance (inc. statutory) checks | Receives reports from Principal and H&S school lead (Business manager function) | Responsible for H&S for the school |

| HEALTH AND SAFETY | Delegated? | EP(CEO) | COO | Local Academy Governing Board | Principal |
|--|------------|---------|--|---------------------------------|--|
| 6.1.9 Fire risk assessment | No | | Ensures all academies have valid risk assessments in place | Monitors compliance | Ensures Academy fire compliance, including training, arrangements are in place |
| 6.1.10 Asbestos risk assessment | No | | Ensures all academies have valid risk assessments in place | Monitors compliance | Ensures Academy fire compliance, including training, arrangements are in place |
| 6.1.11 General monitoring and action plans in relation to safety of sites including buildings conditions | No | | Reporting to Board | Monitors and reports exceptions | Reports to LAGB and CFO |

SECTION SEVEN: Safeguarding

| Safeguarding | Is authority delegated from the Board? | Designated Director for Safeguarding | EP(CEO) | Chairs of Local Academy Governing | LAGB | LAGB Safeguarding Representative | Principal | Designated Safeguarding Lead (DSL) | |
|---|--|--|--|--|---|--|---|--|--|
| 7.1 POLICIES AND PROCEDURES | | | | | | | | | |
| 7.1.1 Ensure suitable Safeguarding Policy and associated procedures are in place across the Trust | No | Assists EP(CEO) in formation of policy documents | Monitors implementation of Safeguarding Policy and procedures | Safeguarding concerns escalated to board | Approves Safeguarding Policy and procedures at Academy level. | Ensures LAGB approves the Safeguarding Policy | Recommends Safeguarding Policy and procedures to LAGB and ensures they are communicated to, and implemented by, all staff | Contributes to the production and implementation of the Safeguarding Policy and procedures | |
| 7.1.2 To be familiar with LA guidance and policy relating to safeguarding | Yes | Has current knowledge of LA guidance, legislation and policy relating to safeguarding | | | | Provides feedback to LAGB and the Designated Director for Safeguarding where appropriate | | Has current knowledge of LA guidance, legislation and policy relating to safeguarding | |
| 7.1.3 Monitor the effectiveness of the CRSAAT Safeguarding Policy | Yes, but monitors | Monitors the effectiveness of the CRSAAT Safeguarding Policy and reports concerns to the board | Ensures annual review of Safeguarding Policy & practice takes place | | Reviews the Safeguarding Policy annually | Provide advice to the Academy Council for the review of the Safeguarding Policy | Reviews effectiveness of the Safeguarding policy and makes recommendations for change where appropriate | Reports recommendations for changes to the Safeguarding policy to Principal | |
| 7.1.4 Receive an annual report on the Safeguarding policy and procedures | No | Receives all academies annual reports and shares with board | Provides collated annual reports to the Designated Director for Safeguarding | | | Provides feedback to the CRSAAT DSL to assist with producing CRSAAT safeguarding annual report | | Produces Academy Annual Safeguarding Report | |

| Safeguarding | Is authority delegated from the Board? | Designated Director for Safeguarding | EP(CEO) | Chairs of Local Academy Governing | LAGB | LAGB Safeguarding Representative | Principal | Designated Safeguarding Lead (DSL) |
|--|--|---|---|-----------------------------------|-------------------------------------|--|---|---|
| 7.1.5 Receive an annual report on the Academy Safeguarding policy and procedures | Yes | | | | Receives annual Safeguarding report | Ensures an annual Safeguarding report is produced and presented to LAGB | Ensures Academy DSL produces Academy Safeguarding report | Produces Academy Safeguarding report |
| 7.2 AUDITS | | | | | | | | |
| 7.2.1 Ensure Annual Safeguarding audits take place and are appropriately reported to the board | Yes | Ensures annual safeguarding audits take place and reports received by the board | Commissions Annual Safeguarding audit | | | Ensure annual safeguarding audit takes place and that an action plan is produced | Produce academy action plan following annual safeguarding audit | |
| 7.3 TRAINING | | | | | | | | |
| 7.3.1 Attend all relevant training for nominated safeguarding Directors | Yes | Attends all relevant training | | | | | | |
| 7.3.2 Ensure all Designated Safeguarding Leads and their deputies receive appropriate training | Yes | Ensures up to date records are kept of all DSL training | Ensures all Designated Safeguarding Leads and their deputies receive appropriate training | | | Attends all required safeguarding training | Ensures all Academy Designated Safeguarding Leads and deputies receive appropriate training | Attends all required training (inc DSL training) to meet with legislative and CRSAAT requirements & ensures deputy DSLs receive appropriate |
| 7.3.3 Ensure all central and academy staff receive required training | Yes | | Ensures all staff receive appropriate training and records of this kept | | Monitors training records | | Ensures all academy staff receive required training and records of this kept | |
| 7.4 OTHER | | | | | | | | |

| Safeguarding | Is authority delegated from the Board? | Designated Director for Safeguarding | EP(CEO) | Chairs of Local Academy Governing | LAGB | LAGB Safeguarding Representative | Principal | Designated Safeguarding Lead (DSL) |
|---|--|--|---|---|--|--|--|---|
| 7.4.1 Ensures each LAGB appoints a Safeguarding representative | Yes | | | Ensures each Academy has a Safeguarding Representative identified | Appoints a Safeguarding representative | | | |
| 7.4.2 Ensure Safer Recruitment procedures are implemented and adhered to | Yes, but monitors | Monitors the CRSAAT Safer Recruitment processes | Ensures all senior leadership teams adhere to Safer Recruitment processes | | Monitors Safer Recruitment processes | Monitors Safer Recruitment processes | Adheres to Safer Recruitment processes | |
| 7.4.3 Ensure Prevent agenda is implemented and adhered to | Yes, but monitors | | Acts as MAT lead for the Prevent agenda | | | | | Acts as Academy lead for the Prevent agenda |
| 7.4.4 Confidential Safeguarding issues reported to LADO where appropriate | Yes | Reports safeguarding issues to LADO (if concerns are about CEO, Chair of Board will report concerns to LADO) | Reports safeguarding issues to LADO | | | Reports safeguarding issues to MAT DSL / LADO as appropriate | | |
| 7.4.5 Operation of Safeguarding investigations | Yes | Commissions Safeguarding Investigations | | | | | | |

SECTION EIGHT: Online Compliance

| ONLINE COMPLIANCE | | | | | | | |
|---|--|------------|-------------|---------------|----------|--------------------------|-------------|
| | Is authority delegated from the Board? | EP (CEO) | COO | IT Strat Lead | CoLAGB | LAGB | Principals |
| Website Platform | Yes | Authorised | Recommends | Recommends | Monitors | Monitors | Consulted |
| School Website Trust Required Content | Yes | Authorised | Monitors | Recommends | Monitors | Advises | Responsible |
| School Website Design / User Experience | Yes | Sign Off | Monitors | Advises | Monitors | Monitors (Annual Review) | Responsible |
| School Website Compliance | Yes | | | Advises | | | Responsible |
| Trust Website Compliance | Yes | | Accountable | Responsible | | | |