



SCHEME OF DELEGATION

Recommended by:	CRSAAT Executive Principal (CEO)
Recommendation Date:	11 th March 2020
Ratified by:	Chair of the Trust Board
Signed:	
Position on the Board:	Chair
Ratification Date:	18/03/2020
Next Review:	March 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>	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
Band v						
A	Up to £5000	Up to £2500	Up to £10000	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	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	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. Clerk	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)	TEPP	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 (RSAA standards committee link)	Proposes targets for primary and schools as delegated to EP(CEO)/EIT for recommendation to 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 (through EP(CEO) (&RSAA standards committee annually), [Trust School Improvement Partner])
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	Proposes targets for primary and schools as delegated to EP(CEO)/EIT for recommendation to 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 through EP(CEO))
3.1.3 Approval and monitoring of CRSAAT and academy targets around student wellbeing	No	Responsible for proposing and CRSAAT local targets to the Board and providing appropriate reporting	Proposes targets for primary and schools as delegated to EP(CEO)/EIT for recommendation to 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 through EP(CEO))
3.1.4 Approval of school improvement plans	Yes* (unless designated 'at risk' – see School Improvement Model))	Responsible for signing off governor approval 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 (utilising Trust SIP)	Makes recommendations to EP(CEO) via EIT			
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
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)/EIT 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

Education/Curriculum	Delegated Function	EP(CEO)	TEPP	Chairs of Local Academy Governing Board	Local Academy Governing Board	Principal
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)/EIT		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 (e.g. off site visits, RSA distinctiveness commitments, RE provision, Collective worship etc)	Partly (see policy schedule)	Makes recommendations to Board – where exceptions	Makes recommendations to Board – where exceptions	Delegated Authority (as per policy schedule)		
3.1.11 Sign off of local academy educational policies and procedures (e.g. extra curricular activities, exams, behaviour, marking policies)	Partly (see policy schedule)				Delegated authority for approval and monitoring of local academy policies and procedures	Makes recommendations and reports to LAGB
3.1.12 Term dates	No	Recommends term dates to TB			Consulted	Makes recommendations to EP(CEO), in dialogue with other Principals
3.1.13 Length/ organisation of Academy day	No	Makes recommendations to TB			Consulted	Makes recommendations to EP(CEO)
3.1.14 Fixed term exclusions	Yes	Monitors	Monitors for delegated schools		Receives report	Authorised, report to LAGB
3.1.15 Permanent exclusions	Yes	Monitors	Monitors for delegated schools		Convenes hearing to review Principal decision – confirm/overrule decision	Authorised, report to LAGB
3.1.16 Exclusion appeals	Yes				Runs appeals processes	
3.1.17 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
3.1.18 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	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 F&R	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/opportunities & 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	Recommendation to Board Audit committee also to consider and make recommendations	Consulted	Consulted

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
4.7Banking , 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			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
4.8							
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		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 and best practice compliance in recruitment processes	Advises Trust board	Advises trust board	Advises Trust Board	Consulted	Consulted

Human resources	Delegated Function?	EP(CEO)	CFO	COO	LAGB	Principal
	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			
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						

Human resources	Delegated Function?	EP(CEO)	CFO	COO	LAGB	Principal
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 CRRSAAT DSL to assist with producing RRSAAAT 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 RRSAT requirements
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									
7.4.1 Ensures each LAGB appoints a Safeguarding representative	Yes			Ensures each Academy has a Safeguarding Representative identified	Appoints a Safeguarding representative				

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)
7.4.2 Ensure Safer Recruitment procedures are implemented and adhered to	Yes, but monitors	Monitors the RRSAAT 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 EP (CEO) the Board?		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			