

SCHEME OF DELEGATION

Contents

Introduction	1
1. Overarching strategy	3
2. Governance	5
3. Education and standards	11
4. Finance and resources	15
Financial strategy and budgets	15
Purchasing and procurement	19
Banking and cash management	23
Staffing related	24
Transaction processing	25
Income generation and external funding	26
Fixed assets	27
5. Risk and audit	32
6. Remuneration and HR	37

Introduction

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

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

- (iv) Throughout, the responsible committee aligns with the relevant section of the Scheme of Delegation (eg the Education and Standards Committee is the committee responsible for the responsibilities in the 'Committees and Panels' column in section 3) unless otherwise stated.
- (v) This scheme of delegation will be reviewed annually.
- (vi) **Status and review**

Written by:	Director of Policy and Governance
Owner:	Director of Policy and Governance
Status:	Version 2a - APPROVED
Approval date:	Version 2 – 20/7/17 (Board of Trustees) Version 2a – 12/10/17 (Board of Trustees) Version 2b – February 2018 (Board of Trustees) Version 2c – April 2018 (Chair of Risk and Audit Committee) Version 2d – 11 October 2018 (Board of Trustees)
Review Date:	October 2019

Key:

E&SC	Education and Standards Committee
F&RC	Finance and Resources Committee
R&AC	Risk and Audit Committee
R&HRC	Remuneration and HR Committee
CEO	Chief Executive
Dir OS	Director of Operational Services
Dir PPG	Director of Planning, Policy and Governance
Dir SI	Director of School Improvement
FD	Finance and Business Services Director
EFMD	Estates and Facilities Management Director
HRD	Human Resources Director
ICTD	ICT Director
FBPL	Finance Business Partner Lead
FM	Finance Manager

1. Overarching strategy

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services
Trust values, vision, mission and overall strategic direction		Consider and approve		Advise Board regarding the implementation in academies	Develop and propose	Contribute to development	Contribute to development
Contextualises the Trust values and vision in academy				Consider and approve		Develop and propose	
Trust aims/strategic business plan		Consider and approve Monitor		Report key issues and risks to Board or Executive Team	Develop and propose	Contribute to development	Contribute to development
Academy strategic development plan				Consider and approve Report key issues and risks to Board & Executive Team		Develop and propose	
Trust expansion	Consider and approve	Consider and propose			Develop and propose		
Name of Trust	Consider and approve	Consider and propose			Develop and propose		
Academy names		Consider and approve			Recommend	Develop and propose	
Term dates					Consider and approve variations from local authority norm, ensuring consistency across the Trust	Develop and propose variations from the local authority norm	Contribute to development

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services
Academy community engagement strategy				<p>Consider and approve</p> <p>Monitor strategy and advise Board regarding its implementation</p> <p>Monitor parental engagement/ surveys (eg ParentView) and report key risks to Board & Executive Team</p>	Receives	Develop and propose	
Marketing strategy					Consider and approve		Develop and propose
Equality		<p>Consider and approve Equality Objectives</p> <p>Monitor Gender Pay Gap data</p>			<p>Develop and propose Equality Objectives</p> <p>Approve Gender Pay Gap data and commentary prior to publication</p>	Contribute to development of Equality Objectives	<p>Contribute to development of Equality Objectives</p> <p>Complete statutory equality duty reporting</p> <p>Prepare Gender Pay Gap data and commentary</p> <p>Publish Gender Pay Gap Data</p>

2. Governance

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

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

Function	Members	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services
Related Party Transactions and Register of interests	Complete annual declaration of Interests	Approve Trust Related Party and Interests Policy Consider and approve and Related Party Transactions prior to ESFA notification / authorisation ² Complete annual declaration of Interests	Complete annual declaration of Interests	Complete annual declaration of Interests	Monitor Related Party Transactions and report key risks to Chair of Trustees Complete annual declaration of Interests	Complete annual declaration of Interests	Finance: Maintain register of Related Party Transactions Trust clerk: Maintain and publish Trust register of interests Local Board clerk: Maintain and publish local board register of interests Develop and propose Trust Related Party and Interests Policy Complete annual declaration of Interests
Compliance with: • Funding Agreements • Company and Charity Law • Academies Financial Handbook	Act in accordance	Responsible for	Act in accordance	Act in accordance	Advise Act in accordance	Act in accordance	Act in accordance

² All related party transactions must be reported to the ESFA prior to the transaction taking place; ESFA's approval must be sought for novel, contentious or repercussive transactions

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

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

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

3. Education and standards

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

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Professional Partner
Intensive Improvement plans for vulnerable academies		Monitor and report key risks to Board		Consider and approve IIPs Approve additional support (with SIG) Monitor	Contribute to development of IIPs		Contribute to development and recommends IIPs Recommend additional support Report key risks to the Executive Team
Leadership support for vulnerable academies		R&HRC: Endorse medium / long term additional leadership support		Approve short term additional leadership support Recommend medium / long term additional leadership support			
Curriculum ³			Provide feedback from parents and community stakeholders to inform curriculum	Good & better academies: Monitor Vulnerable academies: Contribute to development of curriculum model; monitors	Good & better academies: Determine and implement curriculum Vulnerable academies: Contribute to and implement agreed curriculum model		Monitor curriculum and report key risks to the Executive Team Vulnerable academies: Contribute to development of curriculum model; Monitor and report key risks to the Executive Team

³ The curriculum of each academy should ensure that statutory / funding agreement requirements are met and take into account national priorities, including English, maths & science; Prevent; Sex & Relationships Education; religious education & collective worship

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Professional Partner
Special Educational Needs		Consider and approve Trust policy	Provide feedback from parents and community stakeholders to inform SEN provision Consider and approve the academy annual SEN Information report and Accessibility Plan Participate in EHCP consultations	Ensure compliance with SEND Code of Practice and Disability Discrimination Act in academies	Implement requirements of DfE SEND Code of Practice, Disability Discrimination Act and Trust policy ⁴ Develop, propose and publish the annual SEN Information report Develop, propose and publish Accessibility Plan	Develop and propose Trust SEN Policy and templates for SEN Information Report & Accessibility Plan Contribute to the development of academy Accessibility Plans	Monitor provision and report key risks to Executive Team
Safeguarding and child protection (including Prevent)		Consider and approve Trust policy Monitor overall provision	Appoint the following link roles: <ul style="list-style-type: none"> • Safeguarding • Special educational needs • Looked after children Undertake regular reviews of the academy's Single Central Register Monitor Safeguarding and Child Protection procedures	Recommend Trust policy and procedures Implement a programme of Safeguarding Peer Reviews Monitor Safeguarding and Child Protection procedures	Implement requirements of DfE Keeping Children Safe in Education Guidance and Trust policy ⁵ Maintain academy Single Central Register Participate in Safeguarding Peer Reviews	Develop and propose Trust policy / procedures Maintain Trust Single Central Register Provide information regarding Trustees for inclusion on academy Single Central Registers Highlight potential site security / safeguarding risks Monitor provision and reports key risks to the Executive Team	Monitor provision & compliance and report key risks to the Executive Team Co-ordinate Safeguarding Peer Reviews

⁴ Including: appointing a teacher with QTS as SENCO; liaising with the local authority regarding pupils with SEN; making provision for pupils with SEN

⁵ including: appointing a member of staff as Designated Safeguarding Lead; appointing a Designated Teacher for Looked After Children; completing regular safeguarding audits

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

4. Finance and resources

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Financial strategy and budgets							
Financial strategy, including Medium Term Financial Plan	Consider and approve	Consider and recommend Monitor		Develop and propose Monitor	Contribute to development	Contribute to development Monitor and report key risks to the Executive Team	
Finance systems and operational processes (Standard Financial Procedures) ⁶				Consider and approve the implementation of a finance system for the Trust Approve the Trust's Standard Financial Procedures Monitor		Propose finance system Develop Standard Financial Procedures Provide training and advice to support the implementation of the finance system and Standard Financial Procedures Maintain a list of central staff and their approved levels of access to finance system and payroll records Monitor and report key risks to the Executive Team	Implement finance system and Standard Financial Procedures

⁶ All are responsible for ensuring the Trust's financial operational processes are fully and correctly implemented, ensuring adequate operational controls are in place and the principles of internal control are maintained. Full, accurate and up to date records should be maintained in order to provide financial and statistical information and so that figures can be reconciled with the Trust's bank account and records. Standard Financial Procedures are developed to ensure adequate operational controls are in place

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

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

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Budget virements		Approve £50,001 and above ⁷ Note all other budget virements		FD: Approve up to £15,000 FD, Dir OS & CEO: Approve between £15,001-£50,000 FD, Dir OS & CEO: Recommend £50,000 and above Dir OS: Approve adjustments to budgets to reflect new funding and changes in responsibility	Propose up to £15,000	Upload amended budgets into Sage (following approval) Report all virements to F&RC	
Historic reserves		Consider and approve use of historic reserves		Scrutinise proposals for use of historic reserves (if recommended by Professional Services) and recommend approval	Propose use of historic reserves for non-recurrent projects and submit to Dir OS and FD	Scrutinise proposals for use of historic reserves and recommend approval	

⁷ Approval must be given prior to making changes or placing orders

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
General and restricted reserves		Consider and approve use of general and restricted reserves		Propose use of general and restricted reserves for (i) school improvement, (ii) ICT, (iii) Estate, (iv) unexpected costs Scrutinise proposals for use of general and restricted reserves (made by Professional Services) and recommend approval		Propose use of general and restricted reserves for (i) school improvement, (ii) ICT, (iii) Estate, (iv) unexpected costs	
Purchasing and procurement							
Procurement				Consider and approve Procurement Procedures Monitor and ensure spending decisions represent Value for Money Consider and approve cross Trust procurement		Develop and propose Procurement Procedures Identify, recommend and maximise opportunities for cross Trust procurement Advise on implementation of Procurement Procedures	Receipt of custody of tenders

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Placing and receiving orders for goods and services ^{8 9 10 1112 13 14}		Approve orders over £50,000		FD: Approve proposals for further delegation of budgets by budget holders Dir OS: Approve orders up to £25,000 CEO: Approve orders up to £50,000	Approve orders up to £15,000 Propose further delegation of budgets within their academy team ¹⁵		Academy & Central Staff: Action purchase orders following approval

⁸ All are responsible for ensuring that the arrangements for the approval, placing and receiving of orders are in accordance with the Trust's financial regulations and procurement procedures. Central Trust staff should maintain records of staff approved to place and receive orders.

⁹ There should be appropriate division of duties between staff who place & receive orders and approve invoices for payment. No one person shall be the signatory for all of the following stages: (i) approving the order, (ii) receiving the goods, (iii) approving payment

¹⁰ Orders should **not** be placed until after a purchase order has been raised

¹¹ All procurement amounts in this scheme are net of VAT

¹² Three quotes are required (and should be attached) for orders between £2,000 and £25,000 (unless suppliers are on the preferred supplier list, in which case one quote is required for orders up to £5,000 and three quotes are required for orders between £5,000 and £25,000; or unless the purchase is being made through an approved third party framework); exceptions will be agreed where an agreed contract exists with a preferred supplier or there is only one supplier who meets the Trust's specification. Under these circumstances the judgement will be made by the FD, Dir OS or CEO

¹⁴ For orders over £25,000 or for novel & contentious orders, a scoping document is required which proposes how the good and services are best procured. Where a tender exercise is agreed, the Procurement Officer is responsible for the receipt and custody of all tenders.

¹⁵ All budget holders must appoint a nominee who can approve budget matters in their absence; all spend must be agreed by the budget holder or their nominee

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

¹⁶ All are responsible for ensuring that the arrangements for approving payment are in accordance with the Trust's financial regulations and procurement procedures; payments must be supported by an invoice or proper account which is duly certified before payment. Central Trust staff should maintain records of staff able to approve payments.

¹⁷ Where the invoice aligns with the purchase order and the goods received note, invoices will be authorised by the Finance team (unless they are novel & contentious or over £50,000)

¹⁸ There should be appropriate division of duties between staff who place & receive orders and approve invoices for payment. No one person shall be the signatory for all of the following stages: (i) approving the order, (ii) receiving the goods, (iii) approving payment

¹⁹ EU procurement regulations apply to values over £172,000

²⁰ All invoice amounts in this scheme are net of VAT

²¹ For emergency purchases, approval from the F&RC Chair plus CEO by email or, in CEO absence, approval from the Chair plus two FR&C members by email will constitute approval

²² Three quotes are required (and should be attached) for orders between £2,000 and £25,000 (unless suppliers are on the preferred supplier list, in which case one quote is required for orders up to £5,000 and three quotes are required for orders between £5,000 and £25,000; or unless the purchase is being made through an approved third party framework); exceptions will be agreed where an agreed contract exists with a preferred supplier or there is only one supplier who meets the Trust's specification. Under these circumstances the judgement will be made by the FD, Dir OS or CEO

²³ For orders over £25,000 or for novel & contentious orders, a scoping document is required which proposes how the good and services are best procured. Where a tender exercise is agreed, the Procurement Officer is responsible for the receipt and custody of all tenders.

²⁵ All budget holders must appoint a nominee who can approve budget matters in their absence; all spend must be agreed by the budget holder or their nominee

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Budget holders (eg Principals and Heads of Service)	Professional Services	Academy / Central Office staff
Contracts and agreements ^{26 27 28 29 30 31 32 33 34}	Approve where EU procurement applies	Approve contracts over £50,000		<p>Dir OS: Approve contracts up to £25,000</p> <p>DirOS and FD: Recommend-to CEO approval of contracts between £25,001 to £50,000</p> <p>CEO: Approve contracts up to £50,000</p> <p>CEO or Dir OS and FD: Recommend-to F&RC contracts over £50,000</p>	Propose entering into a contract or agreement	Maintains a register of all contracts, amounts paid and certificates of completion	Academy and Central staff: Sign certificates where contracts require that interim and final payments are made on such certificates
Approving payments ³⁵				Dir OS / CEO/ Dir PPG / FD: Authorised to approve payments in accordance with bank mandate		FM, FBPL: Authorised to approve payments in accordance with bank mandate	

²⁶ All contracts are between the Trust (as the legal entity) and the contractor, even where the goods/services provided through the contract relate to an individual academy

²⁷ All are responsible for ensuring that all contracts and agreements conform with the Trust's financial regulations

²⁸ EU procurement regulations apply to contract values over £172,000

²⁹ In emergency circumstances, approval from the F&RC Chair plus CEO by email or, in CEO absence, approval from the Chair plus two FR&C members by email will constitute approval

³⁰ All contract amounts in this scheme are net of VAT and refer to the value over the lifetime of the contract

³¹ For orders over £25,000 or for novel & contentious orders, a scoping document is required which proposes how the good and services are best procured. Where a tender exercise is agreed, the Procurement Officer is responsible for the receipt and custody of all tenders.

³² Three quotes are required (and should be attached) for orders between £2,000 and £25,000 (unless suppliers are on the preferred supplier list, in which case one quote is required for orders up to £5,000 and three quotes are required for orders between £5,000 and £25,000; or unless the purchase is being made through an approved third party framework); exceptions will be agreed where an agreed contract exists with a preferred supplier or there is only one supplier who meets the Trust's specification. Under these circumstances the judgement will be made by the FD, Dir OS or CEO

³⁵ The value of payments to be approved is in accordance with the Trust's bank mandate

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

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

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Staffing related							
Staff restructures (requiring consultation), severance and settlements ³⁷		Approve payments over £30,000 Note all other payments		Approve staff restructure proposals and business cases Dir OS & CEO (with HRD): Approve payments up to £25,000 CEO (with Dir OS and HRD): Approve payments up to £30,000 Dir OS & CEO: Propose payments over £30,000	Develop and propose academy staff restructure proposals, including business case, in conjunction with HR team Manage academy staff restructure and consultation process	Develop and propose Trust staff restructure proposals, including business case Manage Trust staff restructure and consultation process Review and advise re academy staff restructure / severance / settlement proposals, including costings Provide advice on restructure and consultation process Report all payments to the F&RC	
Staff benefits, parties, gifts ³⁸				FD: Review, advise and report to HMRC where applicable Dir OS and FD Approve up to £500 CEO (with Dir OS and FD) Approve £501 and over	Approve up to £500 (with Dir OS & FD)		

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

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

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Transaction processing							
Write off bad debts ³⁹		Approve over £2,000, up to limits requiring ESFA approval		FD: Approve up to £2,000			
Borrowing (in exceptional circumstances only) ⁴⁰	Consider and approve prior to ESFA authorisation	Consider and recommend borrowing		FD: Recommend borrowing requirements CEO: Propose borrowing requirements (on advice of FD)			
Ex Gratia payments ⁴¹		Note all payments		FD: Report all payments to the F&RC Dir OS: Approve once authorised by ESFA			
Novel, contentious and repercussive transactions ⁴²		Note all transactions		FD: Report all transactions to the F&RC Dir OS: Approve once authorised by ESFA			
Raising invoices to collect income						Raise invoices	Raise invoices
School Fund Accounts	To be developed						

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

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

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

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

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

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

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Fixed assets							
Estates and ICT strategies	Consider and approve Trust Estates and ICT strategies	Consider and recommend Trust Estates and ICT strategies Monitor Trust Estates and ICT strategies		Propose Trust Estates and ICT strategies Consider and approve the introduction of major new Estates or ICT systems	Contribute to development of Trust Estates and ICT strategies	Develop Trust Estates and ICT strategies Develop and recommend the introduction of major new Estates or ICT systems	
School Condition Allocation (capital expenditure)		Consider and approve allocation of capital funding according to need/condition Oversee capital expenditure/ projects		Propose allocation of capital funding according to need/condition	Contribute to development of proposals for allocation of capital funding Deliver capital projects under £5,000	EFMD: Contribute to development of proposals for allocation of capital funding EFMD: Deliver capital projects of £5,000 or more EFMD: Oversee and provide advice / support for the delivery of capital projects under £5000	
Devolved Capital Funding (premises and ICT)				Agree academy Estates and ICT strategies	Contribute to development of academy Estates and ICT strategies and associated expenditure Monitor academy Estates and ICT strategies and associated expenditure and report key risks to the Executive Team	EFMD / ICTD: Contribute to development of academy Estates and ICT strategies and associated expenditure EFMD / ICTD: Monitor academy Estates and ICT strategies and associated expenditure and report key risks to the Executive Team	

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

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

⁴⁵ Purchase amounts in this scheme are net of VAT

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

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

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

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

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

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

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

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

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

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

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy / Central Office staff
Leasing assets ^{55 56} ^{57 58}	Approve where EU procurement regulations apply	Approve over £50,000		FD: Approve up to £15,000 Dir OS and FD: Approve-up to £25,000 Dir OS and FD: Recommend to CEO approval between £25,001 to £50,000 CEO: Approve up to £50,000 CEO or Dir OS and FD: Recommend to F&RC over £50,000			
Granting leasehold or tenancy agreements ⁵⁹	Consider and approve prior to ESFA approval			Develop and propose		Provide advice regarding proposals	

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

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

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

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

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

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

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

5. Risk and audit

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

Function	Members	Trustees	Committees and Panels	Executive Team	Principals	Professional Services	Academy / Central Office staff
Appointment and removal of External Auditors	Appoint and remove auditors	Inform the ESFA of the removal of auditors	Consider and recommend appointment Agree programme of work and commission reports Monitor and review			Undertake procurement Prepare letter of engagement Propose programme of work	
Internal control arrangements (internal audit)			Consider and approve the Trust's internal audit arrangements Agree programme of work and commission reports Monitor and review	Dir PPG: Liaise with internal auditors to propose the Trust's internal audit arrangements and programme of work			
Reports from Internal and External Auditors and other bodies, including the ESFA Accounting Officer		Receive and consider the annual letter from the ESFA Accounting Officer Receive external auditor's management letter and the Trust's recommended actions in response	Receive, consider, monitor and, where relevant, approve actions in response to reports and external auditor's management letter Report key risks to the Board	Consider and recommend action in response to reports		Propose action in response to reports	
Risk Policy			Consider and approve	Dir OS: Develop and propose policy			

Function	Members	Trustees	Committees and Panels	Executive Team	Principals	Professional Services	Academy / Central Office staff
Risk registers		Contribute to Trust Risk Register	Monitor Trust risk register Oversee key risks in academy risk registers	Dir OS: Develop and update Trust risk register at least three times a year Dir OS: Provide advice to academies on development of risk registers Bring major risks to the attention of the R&AC	Establish Risk Management Group in academy Develop and update academy risk register at least three times a year Submit academy risk register to Executive Team annually Bring major risks to the attention of the Executive Team	Develop templates Contribute to Trust risk register Bring major risks to the attention of the Executive Team	
Insurance			Approve overarching portfolio of insurance	Approve staff absence insurance provider	Approve insurance cover for academy minibuses, and works of art and informs central Finance team	Arrange Risk Protection Arrangement cover for Trust Review and recommend staff absence insurance provider Review and recommend other insurance cover providers Maintain register of all insurances	Academy staff: Review and recommend insurance cover for academy minibuses, and works of art
Fraud			Consider and approve Fraud Policy and procedure Commission fraud investigations	DirOS: Implement fraud response plan Contribute to fraud investigation as required	Contribute to fraud investigation as required	Develop and propose fraud policy and procedures Contribute to fraud investigation as required	

Function	Members	Trustees	Committees and Panels	Executive Team	Principals	Professional Services	Academy / Central Office staff
Crisis Management Plan (CMP)				Approve Trust CMP	Develop academy CMP and review biennially Risk Management Group: Approve CMP Ensure academy CMP is disseminated amongst all staff	Develop templates and provides advice Develop Trust CMP and reviews biennially Ensure Trust CMP is disseminated amongst all staff	Implement responsibilities indicated in CMP
Lockdown Procedures					Develop academy lockdown procedures Risk Management Group: Approve academy lockdown procedures	Develop templates and provide advice	

Function	Members	Trustees	Committees and Panels	Executive Team	Principals	Professional Services	Academy / Central Office staff
Health and Safety		<p>Ultimate responsibility for the H&S in the Trust</p> <p>Oversee and receive a summary H&S report at each Board meeting</p>	<p>Consider and approve Trust H&S Policy</p> <p>Monitor H&S across the Trust, and report key risks to the Board</p>	<p>Consider and approve all H&S operational annexes</p> <p>Appoint a Trust H&S Representative to cover H&S in Trust central offices</p>	<p>Establish academy H&S Management Group</p> <p>Appoint an academy H&S Representative</p> <p>Undertake an annual H&S review (including statutory testing) for the academy and implement actions</p>	<p>Develop and propose the Trust H&S Policy and operational annexes</p> <p>Monitor implementation of H&S procedures in central Trust offices</p> <p>Contribute to and support the development of annual academy H&S reviews (including statutory testing)</p> <p>Monitor actions from annual academy H&S reviews and report key risks to the Executive Team</p> <p>Undertake an annual site security review in each academy and implement actions</p> <p>Commission annual Fire Risk Assessments and Asbestos testing in all Trust premises</p>	

6. Remuneration and HR

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

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy/ Central Office staff	Professional Partner
Staffing: Senior staff (Executive Team, Principals and Vice Principals)	<p>Appoint Chief Executive</p> <p>Determine the overarching Executive Team structure</p> <p>Approve appointment of Executive Team</p> <p>Determine pay ranges for Executive Team, using a robust evidence based approach</p> <p>Chair: Consider and approve additional payments (temporary)⁶¹ to Executive Team</p> <p>Approve annual objectives of Executive Team members</p> <p>Approve pay progression of Executive Team</p>	<p>Consider and approve the Trust Senior Staff Pay and Appraisal Policy</p> <p>Approve appointment of Principals</p> <p>Approve senior staff (principal and vice principal) structure in each academy</p> <p>Determine pay ranges for Principals and Vice Principals</p> <p>Approve pay progression of Principals and Vice Principals</p>	<p>Contribute to appointment of Principals</p>	<p>Develop and propose the Trust Senior Staff and Appraisal Policy</p> <p>Recommend appointments of Executive Team (excluding CEO) and Principals</p> <p>Propose senior staff structure in each academy</p> <p>Conduct senior staff appraisal in accordance with the policy</p> <p>CEO: Consider and approve additional payments (temporary)⁶² to Vice Principals and Principals</p> <p>Agree annual objectives of Principals</p> <p>Recommend pay progression of Executive Team (excluding CEO) and Principals</p>	<p>Contribute to the development of senior staff structure (principal and vice principal) in each academy</p> <p>Appoint Vice Principals</p> <p>Conduct senior staff appraisal in accordance with the policy</p> <p>Propose additional payments (temporary) to Vice Principals</p> <p>Agree annual objectives of Vice Principals</p> <p>Recommend pay progression of Vice Principals</p>			<p>Conduct senior staff appraisal in accordance with the policy</p> <p>Scrutinise annual objectives of Vice Principals</p>

⁶¹ These include honoraria, one off payments, discretionary payments, accelerated increments etc

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

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy/ Central Office staff	Professional Partner
Staffing: All other teaching staff		Consider and approve Teachers Pay and Appraisal policies Monitors		Monitor implementation of Teachers and Pay and Appraisal policies in academies Approve pay recommendations for teachers Consider and approve additional payments (temporary) ⁶³ , TLRs, Acting Up allowances and recruitment & retention allowances for teachers Consider and approve significant changes to teaching staff structures in academies	Make pay recommendations for teachers Propose additional payments (temporary), TLRs, Acting Up allowances and recruitment & retention allowances for teachers Determine teaching staff requirements in the academy Propose significant changes to teaching staff structures in the academy	Develop and propose Trust Teacher Pay and Appraisal Policies Prepare benchmarking data illustrating implementation of Teacher Pay and Appraisal policies Finance & HR: Scrutinise and recommend additional payments (temporary), TLRs, Acting Up allowances and recruitment & retention allowances for teachers		Monitor implementation of Teachers Pay & Appraisal Policy in each academy, highlighting key risks to the Executive Team Moderate a sample of teacher annual pay and appraisal reviews Contribute to the evaluation of teaching staff structures and professional development in each academy

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

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy/ Central Office staff	Professional Partner
Staffing: All other support staff		Consider and approve Support Staff Pay and Appraisal policies Monitor		Monitor implementation of Support Staff Pay & Appraisal policies in academies and central teams Consider and approve additional payments (temporary) ⁶⁴ and recruitment & retention allowances for support staff Consider and approve support staff regrading Consider and approve significant changes to support staff structures in academies Determine staffing requirements in the central Trust teams; Consider and approve structural changes	Propose additional payments (temporary) and recruitment & retention allowances for support staff in academy Propose support staff regrading in academy Determine the support staff requirements in the academy Propose significant changes to the support staff structures in the academy	Develop and propose Trust Support Staff Pay and Appraisal Policies Prepare benchmarking data illustrating implementation of Support Staff Pay & Appraisal policies (Relevant Head of Service): Propose additional payments (temporary) and recruitment & retention allowances for central staff (Relevant Head of Service): Propose support staff regrading in central team Finance and HR: Scrutinise and recommend proposed support staff regrading		

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

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy/ Central Office staff	Professional Partner
Replacement, amended or additional posts				<p>Approve like for like replacement or amended posts in central team</p> <p>Approve amended or additional fixed term posts in academies or central teams with variation over £10,000</p> <p>Approve additional permanent posts</p>	<p>Approve like for like replacement or amended posts with variation up to £10,000</p> <p>Propose amended posts in academy with variation over £10,000</p> <p>Propose additional posts</p> <p>Submit staff request forms to HR team</p>	<p>Propose like for like replacement or amended posts in central team</p> <p>Propose amended posts with variation over £10,000</p> <p>Propose additional posts</p> <p>HR and Finance: scrutinise and recommend replacement, amended or additional posts</p>		
Professional development				<p>Develop and implement the cross Trust professional development programme for teachers and support staff</p> <p>Consider and approve proposals for additional INSET days</p> <p>Approve training agreements⁶⁵ for central staff</p>	<p>Develop and implement a professional development programme for academy staff</p> <p>Approve training agreements for academy staff</p>	<p>Assist with implementation of professional development programmes</p> <p>Support the development of and reviews training agreements for academy and central staff</p>		Contribute to professional development in each academy

⁶⁵ Training agreements are agreements to contribute to the costs of relevant professional development and accredited courses, where there is an expectation that the recipient reimburses these costs should they leave the Trust's employment with a specified period

Function	Trustees	Committees and Panels	Local Boards	Executive Team	Principals	Professional Services	Academy/ Central Office staff	Professional Partner
Staff and union consultation		Monitor arrangements for consultation with unions		Consider and approve Trade Union Recognition Agreement Lead Trust JCC meeting		Develop and propose Trade Union Recognition Agreement Report and publish Trade Union Facilities Time		
Payroll – administration and authorisations				Dir OS or FD: Approve travel and expenses claims for Principals Dir OS: Approve overtime / additional hours for central Trust staff	Approve overtime / additional hours, travel and expenses claims for academy staff (apart from Principal)	HRD: Review and approve payroll payment file ⁶⁶ Approve travel and expenses claims for central Trust staff	Academy staff: Adhere to payroll schedule Central HR: Input approved contractual changes into payroll system	

⁶⁶ Any contractual changes and additional payments must have followed the relevant approval process before being processed in the payroll