



Interim Scheme of Delegation May 2023

Document Control	
Scheme Owner	Chief Executive Officer
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Approval By	Trust Board
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Review Cycle	Annually or following organisational review
Last Review Date	September 2020 (<i>full review</i>)
Next Review Date	September 2023

Adoption of the Scheme

This Scheme of Delegation has been reviewed and approved by the Trust Board of Transforming Futures Trust.

A handwritten signature in black ink, appearing to read 'Chris Jones', is written over a faint, light blue circular watermark.

Signed
(Chair of Trust)

Date: 22.06.23



Version Control Amendments

Version No	Date	Summary of Changes
2.0	21 March 2023	Scheme updated to reflect changes in Trust and Organisational Structure: - Pages 2-6 reviewed and developed - Delegation Table replaced in line with context and best practice
2.1.1	09 May 2023	Updated to reflect context of interim nature and headline paragraph Also added role of DoE
2.2	15 January 2024	Amended to clarify specific accountabilities within the Executive Team (individual roles as opposed to a collective) Governance Structure updated to reflect change to Committee names/ToR

CONTEXT

This Scheme of Delegation meets all the basic requirements of Good Governance and ensures sector compliance in its account of the decision making structures and processes of the Trust, and of the roles and responsibilities of the key actors.

It does not give effect to the higher standards of Good Governance to which the Trust aspires in that it does not yet describe some of the key leadership relationships and their interplay with these responsibilities and structures. It is therefore adopted on an interim basis until September 2023. It will be further enhanced in light of a process of Leadership Organisational Development on which the Trust has embarked. That will enable the Trust to clarify and codify those key relationships, and to do so on the basis of full understanding and commitment across the whole of the Trust's wider leadership team.

UNDERLYING PRINCIPLES

This Scheme of Delegation (SoD) identifies the key decisions required in connection with the overall governance and management of the Trust and its academies.

The SoD sets out the delegation by the Trust Board under Article 105 of the Trust's Articles of Association. It is designed to set out clearly the respective roles and responsibilities across all layers of governance.

This SoD should be read in conjunction with the Trust's Articles of Association, Funding Agreement, Academies Handbook and Trust Policies.

This SoD will be reviewed on an annual basis by the Trust Board, or immediately following any Executive or organisational changes.

Transforming Futures Trust Governance

The Trust Board delegates responsibility for delivery of the Trust vision and strategy to the Chief Executive Officer, who is also the Accounting Officer. The Trust Board holds the Chief Executive Officer to account for the performance of the Trust as a whole, including the performance of each of its Academies. The Chief Executive Officer in turn holds the Headteachers to account through line management. The Chief Executive Officer reports to

the Trust Board on the performance of the Trust including the performance of the Trust's Academies.

The Chief Executive Officer is supported by a Trust Executive Leadership Team, consisting of a Deputy Chief Executive Officer, a Senior Education Advisor role, a Chief Finance Officer, and the Academy Headteachers/Executive Headteachers. The CEO and Executive Team are supported by an Executive Officer.

Layers of Governance – Key Roles and Responsibilities

The Trust is a company limited by guarantee and in accordance with the Academies Act 2010 is an exempt charity.

Members

The Members are akin to the shareholders of a company. The Trust must have at least three members, although the Department for Education strong preference is that trusts should have at least five members. They cannot be employees of the Trust. They:

- are the subscribers to the memorandum of association (where they are founding Members),
- may amend the articles of association subject to any restrictions created by the funding agreement or charity law,
- may, by special resolution, appoint new members or remove existing members other than, where there is one, the foundation/sponsor body and any members it has appointed,
- have powers to appoint Trustees as set out in the Trust's Articles of Association and powers under the Companies Act 2006 to remove Trustees,
- may, by special resolution, issue direction to the Trustees to take a specific action,
- appoint the Trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act), and,
- have power to change the company's name and, ultimately, wind it up.

Trustees

The Trustees are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Memorandum and Articles of Association. The Trust Board is the accountable body for the performance of all Academies within the Trust and as such must:

- Ensure clarity of vision, ethos and strategic direction,
- Hold the Chief Executive Officer to account for the educational performance of the schools and their pupils, and the performance management of staff, and,
- Oversee the financial performance of the Trust and make sure its money is well spent.

Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. The term Trustee is used to avoid confusion caused when executive leaders are called Directors but are not Company Directors and Trustees.

The Trust Board is permitted to exercise all the powers of the Trust. The Trust Board delegate responsibility for the day-to-day operations of the Trust to the Chief Executive Officer. The Trust Board has the right to review and adapt its governance structure at any time which includes removing delegated responsibilities.

Trustees must apply the highest standards of conduct and ensure robust governance, as these are critical for effective financial management. They should follow the Governance Handbook, which describes the following features of effective governance and will aid compliance with the Academy Trust Handbook:

- strategic leadership that sets and champions vision, ethos and strategy,
- accountability that drives up educational standards and financial performance,
- people with the right skills, experience, qualities and capacity,
- structures that reinforce clearly defined roles and responsibilities,
- compliance with statutory and contractual requirements, and,
- evaluation of governance to monitor and improve its quality and impact.

Trustees have statutory duties. They must comply with the Trust's charitable objects, with company and charity law, and with their contractual obligations under the funding agreement. Company directors' duties are described in sections 170 to 181 of the Companies Act 2006, but in summary are to:

- act within their powers,
- promote the success of the company,
- exercise independent judgement,
- exercise reasonable care, skill and diligence,
- avoid conflicts of interest,
- not accept benefits from third parties,
- declare interest in proposed transactions or arrangements, and,
- as the employer, the Trust has a range of wider obligations including such matters as employment law and health and safety.

The Trustees must ensure regularity and propriety in use of the Trust's funds, and achieve economy, efficiency and effectiveness – the three elements of value for money. The Trustees must also take ownership of the Trust's financial sustainability and its ability to operate as a going concern.

Chair of Trust Board

The Chair of the Trust Board is responsible for ensuring the effective functioning of the Board and has a vital role in setting the highest expectations for professional standards of governance and accountability for the Board. It is the Chair's responsibility to give the Trust Board clear leadership and direction, keeping it focused on its core functions.

Accounting Officer

The Trust Board must also appoint, in writing, a named individual as its Accounting Officer, which in this Trust is the CEO.

The Accounting Officer role includes specific responsibilities for financial matters. It includes a personal responsibility to Parliament, and to ESFA's Accounting Officer, for the Trust's financial resources. Accounting Officers must be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly regularity, propriety and value for money. The Academy Trust Handbook lays out the duties and requirements of this role.

Chief Executive Officer - CEO

The CEO is also the Accounting Officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial probity, effectiveness and stability, avoiding waste and securing value for money.

The CEO has delegated responsibility for the operation of the Trust, including the performance of the Trust's Academies and is responsible for all staff across the Trust.

Chief Finance Officer – CFO

The CFO also has an important role in supporting and advising the Trust Board on all financial matters. The Trust Board must appoint a CFO, who is (and whose job title may instead be) the Trust's finance director, business manager or equivalent, to whom responsibility for the Trust's detailed financial procedures is delegated. The CFO has both a technical and leadership role, which is supported operationally by DELT (currently) under explicit direction and oversight of the CFO. The CFO is employed by the Trust. Should there be an exceptional circumstance where the Trust proposed to appoint a CFO who would not be an employee, prior ESFA approval would be sought.

Deputy CEO: Chief Governance & Operating Officer - CGOO

The CGOO reports to the CEO and is also the Deputy CEO. The CGOO has oversight of governance and operational aspects of the Trust. An agreement is in place with DELT Shared Services Ltd to provide operational and management support to the operational functions and a key role of the CGOO is to effectively manage this relationship and agreement to ensure compliance and value for money from this service.

DELT Shared Services Ltd - DELT

All of the operational support services for the Trust and its Academies are outsourced and they are currently provided by DELT. This includes services in relation to IT, HR, Estates and Finance. A contract is in place which includes a schedule of services provided under each of these categories. The CGOO manages the contract on behalf of the Trust and a monthly Service Report is produced. Financial stewardship in relation to the contract remains with the Trust and in accordance with its financial procedures.

Senior Education Advisor - SEA

The SEA is accountable and reports to the CEO. Key responsibilities include implementing the Trust's accountability cycle with other stakeholders and providing effective support and

challenge to promote school improvement, raise educational standards for pupils and work alongside school leaders to ensure our schools and alternative provisions are high quality.

Academy Headteacher

The Academy Headteachers and Executive Headteachers are responsible for the day-to-day management of their Academies. Headteachers are directly line managed by the CEO and are accountable to the Community Participation Groups and the Trust Board.

Community Participation Groups – CPG's

At an Academy level, the Trust has Community Participation Groups, covering each of its Academies. The CPGs have responsibility for oversight and monitoring the Academy Improvement Plans delivery; that safeguarding and other Trust policies are adhered to; and that the pupil development within the Academies is rigorous, challenging and always encouraging pupils to develop to their maximum potential. The CPGs will report to the Trust Board through its Committees on academy performance and effectiveness, and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Trust Board/Committees.

Governance Professional

The Trust must appoint a Governance Professional to support the Trust Board who is someone other than a Trustee, Principal or Chief Executive of the Trust. For non-executive Trustees a knowledgeable Governance Professional (or company secretary) is an essential part of their tool kit.

The Governance Professional helps the efficient functioning of the Board by providing:

- guidance to ensure the Board, its Committees and CPGs work in compliance with the appropriate legal and regulatory framework, and understands the potential consequences of non-compliance,
- advice on procedural matters relating to the operation of the Board and its Committees, and,
- administrative and organisational support.

Committees of the Board

There are a number of Committees of the Board, the purpose of each is set out within their respective Terms of Reference. These are:

Education, Safeguarding & Wellbeing Committee; Audit, Finance & Risk Committee; People & Remuneration Committee.

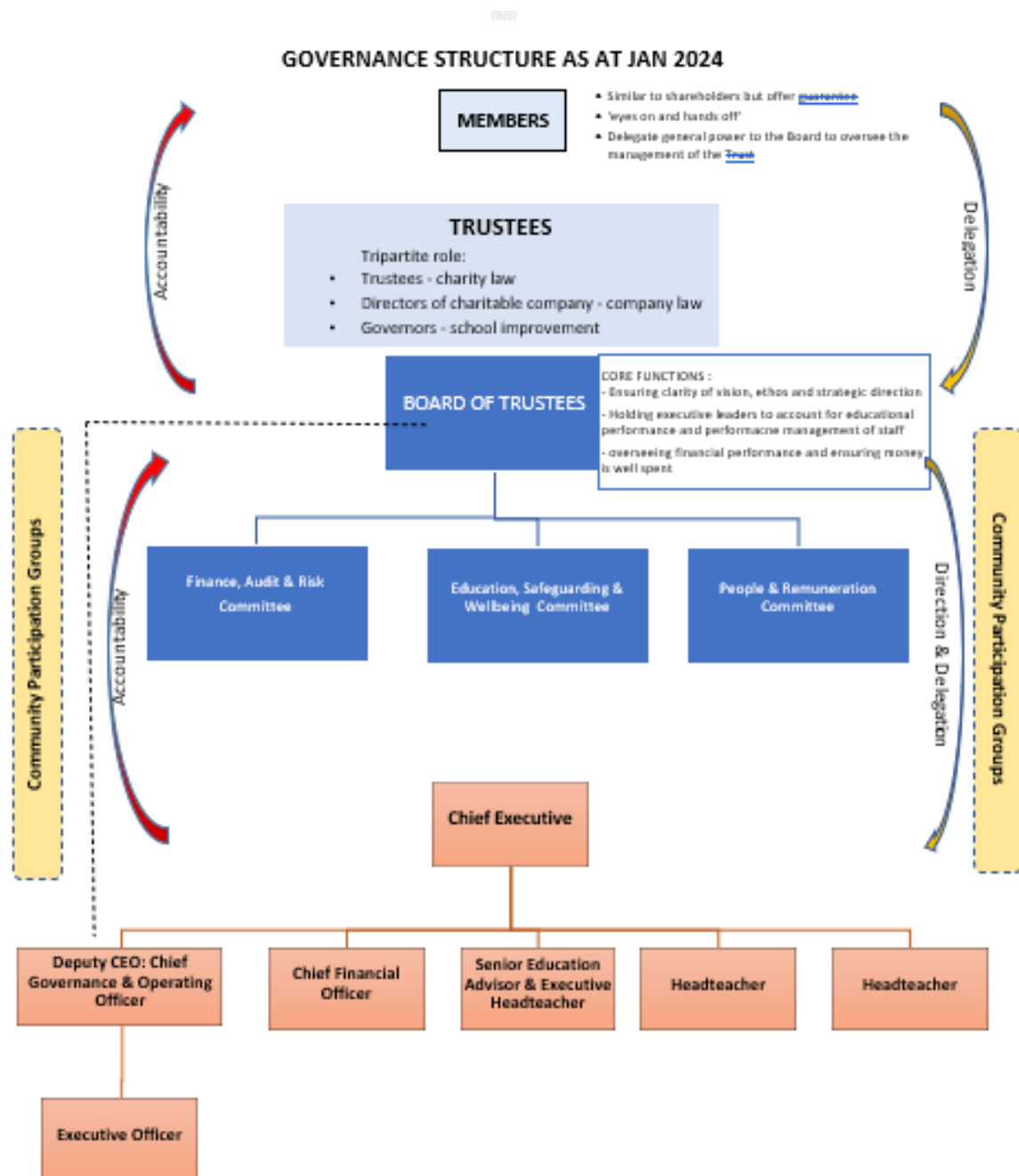
In specific circumstances Board will establish a 'standing' Committee to oversee matters of strategic importance. Examples include Mount Tamar Committee; Professional Services Committee; Transition Committee.

Interim Academy Board

An Interim Academy Board has been established for Mount Tamar school, which has Terms of Reference agreed by the Trust Board. Whilst this is in place, it has full delegated powers from the Trust Board to facilitate rapid improvement. Where there are sensitive decisions or decisions which impact the wider Trust, the Board Chair and respective Committee Chair will be consulted.

Executive Team

The Executive Team comprises the Chief Executive Officer (who chairs its meetings), the Deputy CEO: Chief Governance & Operating Officer; Chief Finance Officer; Senior Education Advisor; Heads/Executive Heads. The purpose of the Executive Team, under the leadership of the CEO, is to ensure the effective running of the Trust and all its Academies, ensuring both the educational and operational performance of the Trust accords with Trust's Articles of Association, Funding Agreement, Academy Trust Handbook and Trust Policies.



(Key Solid line = direct report Dotted line = reporting function)

TFT Scheme of Delegation

Key

F - Fully Delegated

P - Partially Delegated

N - Not delegated

CPG – Local Governance

DoE – Director of Education

Ed Com – Education Committee (merger of Education and Safeguarding Committees June 2023)

Exec Team – CEO, COO, Director of Education, DELT

F&A Com – Finance & Audit Committee (scope extended to Audit, Risk & Finance Committee Dec 2023)

Rem Com – Remuneration Committee (scope expanded to People & Remuneration Committee Dec 2023)

The green shaded boxes indicate where the final decision-making authority sits.

MEMBERS' GOVERNANCE	Members	Trustees	CEO
Amend and adopt the Articles of Association	N	Recommendations to the Members	Consulted and implement
Change the name of the Academy Trust	N	Recommendations to the Members	Consulted and implement
Wind up the Academy Trust	N	Recommendations to the Members	Consulted and implement
Appoint and remove Members in line with the Articles of Association	N	Recommendations to the Members	
Appoint and remove Trustees to the Board in line with the Articles of Association	N	Recommendations to the Members	Consulted and implement
High level monitoring of the effectiveness of the Trust Board to deliver the charitable objects	N	Provide members with information to allow them to fully understand the high-level effectiveness of the Trust	Provide members with information to allow them to fully understand the high-level effectiveness of the Trust
Appoint external auditors	N	Recommendations to Members	Advise the Trustees and implement

TFT Scheme of Delegation

STRATEGY	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
Determine overall vision, ethos and strategic priorities	N	Inform Trust Board of specific issues	Responsible for advising the Trustees and delivering the strategy	Provides advice and assistance in developing strategy	Provides advice and assistance in developing strategy	Advises and consulted during vision, ethos and strategy development	Consulted during vision, ethos and strategy development
Approval and monitoring of Trust strategic development plan	N	Monitoring strategic priorities linked to terms of reference and reporting to Trust Board	Responsible for proposing and delivering Trust strategic development plan	Reporting specific area of responsibility to CEO	Reporting specific area of responsibility to CEO	Delivering strategic priorities in individual Academy	Monitoring strategic priorities in individual academies
Admission of new academies	N	Considers and reports the impact related to risks within their terms of reference	Can make recommendations to the Trust Board	Provides due diligence advice in relation to potential new academies	Provides due diligence advice in relation to potential new academies	Provides due diligence advice in relation to potential new academies	
Entering into funding agreements	N		Can make recommendations to the Board	Action the entering of funding agreements.	Action the entering of funding agreements.		
Engagement with stakeholders	P	Ed Com to ensure engagement with students, staff, parents and community	Engagement with students, staff, parents and community	Engagement with key stakeholders under area of responsibility	Engagement with key stakeholders under area of responsibility	Deliver engagement with students, staff, parents and community	Deliver engagement with students, staff, parents and community

GOVERNANCE	Trust Board	Committee	CEO	CGOO*	CFO	Head	CPG
Approval of terms of reference for committees	N		Recommendations to the Trust Board	Recommendations to the Trust Board	Recommendations to the Trust Board		
Approval of terms of reference of CPGs	N		Recommendations to the Trust Board	Recommendations to the Trust Board		Recommendations to the Trust Board	Recommendations to the Trust Board
Appoint and remove Chair of CPGs	N						Recommendations to the Trust Board
Appoint and remove CPG governors	N						Recommendations to the Trust Board
Appoint and remove Governance Professional	N		Recommendations to the Board				
Appoint and Remove Clerk to the CPGs	N						Recommendations to the Board

TFT Scheme of Delegation

GOVERNANCE	Trust Board	Committee	CEO	CGOO*	CFO	Head	CPG
Maintenance of register of interests	Responsibility of Governance Professional			Responsibility of Governance Professional*			Responsibility of Governance Professional
Ensuring the accuracy and suitability of the Risk Register	N	Recommendations from the F&A Com	Developed and presented to the F&A Com and Trust Board	COO/ DELT to support the development.	Support the development.	Support the Trust development. Maintained for own Academy with support from COO	Monitors own Academy Risk Register and reports to Trust Board
Maintenance of risk management processes	F	F&A Com to monitor and evaluate	Full responsibility across the Trust	Support CEO in all aspects	Support CEO in all aspects	Support CEO in all aspects. Responsible for ensuring Academy risk management process	Monitors Academy risk management process
Approval of Trust policies not specifically referenced elsewhere within this document, in accordance with TFT Policy list	N Approval of specific policies as set out in the TFT Policy list	Makes recommendations to the Board and approves policies delegated in Policy list and Terms of Reference	Makes recommendations to the Board and approves policies delegated to them	Makes recommendations to the Board and approves policies delegated to them	Makes recommendations to the Board and approves policies delegated to them	Makes recommendations to the Board and approves policies delegated to them	Makes recommendations to the Board and approves school policies delegated to them
Approval of individual Academy policies not specifically referenced elsewhere within this document, in accordance with the TFT Policy list	F		Provision of professional advice to Academies	Provision of professional advice to Academies	Provision of professional advice to Academies	Delegated authority for approval and monitoring of local Academy policies and procedures in accordance with policies lists	Monitoring of policies, reporting impact to Trust Board

TFT Scheme of Delegation

EDUCATION	Trust Board	Committee	CEO	CGOO	CFO	Senior Educational Advisor	Head	CPG
Approval of Trust education strategy	F	Ed Com to approve, monitor, evaluate and report to trust board	Develop and propose Trust education strategy to Ed Com and provide appropriate reporting			Senior Education Advisor to work with CEO and Heads to develop strategy.	To be consulted and contribute to Trust wide education strategy	
Approval and monitoring of Trust and Academy targets, including for student achievement, progress and attendance	F	Ed Com to approve, monitor, evaluate and report to trust board	Propose Trust and local targets to the Ed Com and provide appropriate reporting			Senior Education Advisor to work with CEO and Heads to develop targets, reporting to CEO	Proposing Academy targets to CEO/Director of Education	Monitoring of progress against local targets
Approval of Academy improvement plans in line with Trust policies	F	Ed Com to monitor, evaluate and report to Trust Board	Final approval			Senior Education Advisor to be consulted during development	Development and delivery of Academy improvement plans	To monitor delivery
Post-Ofsted Action Plan	F	Ed Com to monitor, evaluate and report to Trust Board	Final approval			Senior Education Advisor to be consulted during development	Development and delivery of the Plan	Monitoring of progress being made
Setting Trust approach to curriculum and assessment	F	Ed Com to approve monitor, evaluate and report to Trust Board	Development and recommendation to Ed Com			Senior Education Advisor to be consulted during development	To be consulted during development and deliver	To monitor delivery
Curriculum and assessment in individual academies:	F					Senior Education Advisor to monitor and evaluate	Development and delivery	Monitors effectiveness of curriculum plans
Set term dates	F		Authorises term dates			Consulted	Recommendations to CEO	
Set Length/ organisation of Academy day	F		Final approval			Consulted	Development and recommendation to CEO	
Issues fixed term exclusions	F					Monitors and evaluates	Authorises, report to Senior Education Advisor and CEO	

TFT Scheme of Delegation

EDUCATION	Trust Board	Committee	CEO	CGOO	CFO	Senior Educational Advisor	Head	CPG
Issues permanent exclusions	F		Consulted and will review				Authorises, report to Senior Education Advisor and CEO	Convenes hearing to review Principal decision. This panel will consist of 2 local governors and a Trustee
Admissions policy approval where no change is proposed	F						Final approval	
Admissions policy approval where change is proposed	F		Approval				Recommendation to CEO	
Admission appeals	F		Consulted			Senior Education Advisor consulted	Attend admissions appeals	

FINANCE	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
Statutory reporting							
Completion and approval of annual accounts and reports to funding and regulatory bodies	N	Review and development by F&A Com and recommendation to Trust Board	Recommend to the F&A Com	Recommendation to CEO of Trustee report	Recommendation to CEO and F&A Com by CFO		
Completion and submission of other accounting returns	F	Review by F&A Com			Authorised		
Completing annual and periodic financial reports to the Board and/or DfE and ESFA (including income/ expenditure, cash flow, projections etc.).	F	Review and development by F&A Com			Authorised		
Authorised to complete PAYE returns	F				Authorised		
Authorised to complete VAT returns	F				Authorised		

TFT Scheme of Delegation

FINANCE	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
Systems and internal financial controls							
Assurance over adequacy of systems of internal financial control	N	Monitoring and evaluation by F&A Com	Provides assurance to ESFA as Accounting Officer		CFO (incl obtaining assurance from with DELT) provides assurance to CEO and Trust Board		
Development of Scheme of Financial Delegation and relevant financial policy	P Approves Trust finance policy	F&A Approves and monitors implementation of financial scheme of delegation.	Makes recommendations to the F&A Com		Recommendations to CEO and Board		
Approval of financial regulations	F	Approval and monitoring by F&A Com			CFO Recommendation to the F&A Com		
Appointment of internal auditors	N	Recommend appointment to Trust Board	CEO to make recommendations to F&A Com		CFO responsible for delivery of appointment process with CEO		
BUDGET & MANAGEMENT REPORTING							
Approval of annual budget(s)	N	F&A Com to recommend approval to Trust Board	Endorsement as Accounting Officer		Oversight of preparation, review of budget plans, recommendation to the F&A Com	Preparation of detailed Academy financial budget	
Receipt and review of management accounts	N	F&A Com to receive and review in detail	Oversight of CFO work		CFO to review Academy management accounts and prepare a summary report to the F&A Com	Accountable for local Academy financial position	
Approval of Central budget and Academy contributions	N	F&A Com to advise Trust Board	Recommendation to the Trust Board	Recommendation to the Trust Board	Recommendation to the Trust Board	Consulted	

TFT Scheme of Delegation

FINANCE	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
Authority to make budget virements	F		Authorised to make budget virements and report to the Board within financial SoD		CFO to advise on budget virements and report to the Board within financial SoD		
RESERVES REQUESTS							
Authority to approve reserves requests	N – where value is >£250k F – where value is <£250k		CEO/CFO Jointly authorize: £100K - £250K;		CFO make recommendations to CEO	Submits requests for academies	
PURCHASING & PROCUREMENT							
Setting procurement policy in accordance with funding agreement and Academies Financial Handbook	F	F&A Com to approve	CEO to advise and propose to F&A Com		CFO to develop in consultation with CEO	To be consulted	
Placing orders for goods and services, entering into contracts	N – where value is >£250k F – where value is <£250k	F&A Com £15k – EU procurement levels	CEO/COO Jointly authorised £5K - £15K;	Budget holders authorised up to £5k	Budget holders authorised up to £5k CFO make recommendations to CEO	Authorised up to £5K within agreed budget	
Waiver of financial regulations in respect of purchasing	F	F&A Com	Advise and recommendation to F&A Com	Recommendation to F&A Com		Responsibility for local Academy management	
Ensuring compliance with tendering processes	F				Yes, reported to F&A Com	Responsibility for local Academy management	

TFT Scheme of Delegation

FINANCE	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
Entering into leases or other legal arrangements (excluding purchasing contracts)	N –where value is >£100k F - where value is <100K and risk is low		Authorised where value is <£100k	Consulted and provides advice	Consulted and provides advice		
BANKING AUTHORITY & CASH MANAGEMENT							
Approval to borrow money	N	F&A Com to recommend to Trust Board	Recommend approval by the F&A Com		CFO to consult with CEO		
Cashflow Management, Treasury & Investment policy	F		Authorised to review and approve. Investment details to be informed to the F&A Com		CFO to consult with CEO		
Open a bank account and approve signatories	N		CEO/CFO can be approved signatories		CFO to consult with CEO		
TRANSACTION PROCESSING							
Payroll – Administration starters, leavers and amendments	F		Authorises significant changes		Oversees systems of internal control and approves payroll	Authorises changes (within budget)	
Purchasing - Authorised to create vendors on accounting system	F				Authorised	Authorised for local Academy	
Authorises income including special grants and contracts under £100k	F				Authorised	Authorised for local Academy	
Authorisation of expense claims (cannot authorise own expenses)	F				Authorised	Authorised for local Academy	
Control account reconciliation	F				Authorised	Authorised for local Academy	

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FINANCE	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
Write-off bad debts	N – where value is >£45k F – where value is <£45k				Authorised up to £45k	Authorised up to £1k	
FIXED ASSETS							
Developing estates strategy in line with strategic plan	F but to be kept informed. Planned expenditure approved as part of financial planning	F&A Com to maintain oversight	CEO to develop strategy as part of broader strategic plan	COO to support development of plan and coordinate work with DELT estates and how it is operationalised		Heads to support development of plan	
Management of capital funding	F	F&A Com to maintain oversight	As accounting officer, Ensures management and governance arrangements are appropriate		CFO to deliver appropriate arrangements for management and governance	Authorised for local Academy	
Asset Register	F	F&A Com to maintain oversight			Authorised to review and approve		
Security of Assets	F	F&A Com to maintain oversight			Oversight and must report to the F&A Com by exception	Responsible for local security arrangements	
Disposal of Assets	N – where value is >£50k F – where value is <£50k	F&A Com to maintain oversight			Authorised to review and approve up to £50k		
Loan of Assets	F				Authorised to review and approve		
INSURANCES							
Annual Risk Review & Premium Renewal	F				Authorised to review and approve		

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HR	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
Authorised to increase Academy/organisational headcount	N – if increase is outside of budget F – if increase is within budget	Rem Com to review and recommend to Trust Board	Propose to Rem COM if outside of budget. Propose and approve within budget	Consult with CEO	Consult with CEO	Can authorise replacement posts within existing staffing budget. Must consult with CEO on increases	
Job Description sign off of Executive Team	N	Rem Com to review and recommend to Trust Board	Propose to the REM Com	Develop and propose to the Board and CEO	Develop and propose to the Board and CEO		
Authorised to evaluate jobs and grades	F			Responsible for oversight and cross-organisational grading	Responsible for oversight and cross-organisational grading	Submits information to allow evaluation process	
Authorised to agree/vary basic employment Terms and Conditions	F			Ensures consistent application of T&Cs			
Establishing trust-wide HR policy in accordance with law and best practice	N	Rem Com to review and recommend to Trust Board	Propose to the Board	Leads on behalf of the Executive, in collaboration with Delt. Consult with CEO.		Consult with CEO	
Recruitment and appointment of CEO	N	Rem Com to lead the process, but final decision is Trust Board		Involved in process	Involved in process	Involved in process	Involved in process
Recruitment and appointment of permanent Executive Team Members and Heads	P	Rem Com consulted	Appoints Executive Team and Heads jointly with Board and CPGs				Involved in the process of Head appointment
Recruitment and appointment of other Senior Leaders	F	Rem Com informed	Consulted in all senior appointments			Leads process in own local Academy	Involved in the process at discretion of the Head

TFT Scheme of Delegation

HR	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
Recruitment and appointment of other staff	F		Consulted for new roles or change of roles with budgetary implications	Appointment of staff – replacement of existing roles	Appointment of staff – replacement of existing roles	Appointment of staff – replacement of existing roles	Involved in the process at discretion of the Head
Signing of employment contracts	F (but Chair must sign CEO contract)		Signs contracts of Exec Team and Headteachers	Authorised to sign contracts of staff within own teams	Authorised to sign contracts of staff within own teams	Signs contracts of members in team	
Annual approval of pay policy for teaching and leadership including pay awards, pay point values, etc.	Responsible for MAT wide pay policy and CEO pay award	Rem Com to review and recommend to Trust Board	Makes recommendations to the Board for the Executive Team	Makes recommendations to the CEO for the Executive Team	Makes recommendations to the CEO for the Executive Team	Responsible for individual pay decisions in own Academy	
Annual approval of pay policy for other staff, inc cost of living awards and pay progression	F		Final approval of pay decisions	Consults with Delt and advises CEO		Local Academy approval for staff in consultation with Exec Team	
Determination of pay ranges	F (except CEO)	Rem Com consulted	Determines pay ranges for leadership staff	Consults and advises with CEO	Consults and advises with CEO	Determines pay ranges within individual Academy	
Appointment outside range in salary structure	F		Approves and reports to Rem Com	Approves and reports to Rem Com	Approves and reports to Rem Com	Proposal for new range to Exec Team	
Allocation of TLR / SEN values	F		Approves if exceeds total budget		Approves if exceeds total budget	Proposal for new posts within framework of pay policy in budget	
Value of other discretionary allowances	F (except CEO)		Approval of discretionary allowances		Reviews proposal and makes recommendation to CEO	Proposals for other allowances	
Annual Pay Progression	F		Consulted Final approval and ensures MAT wide consistency		Final approval and ensures MAT wide consistency	Oversight of appraisal and recommendation to Rem Com	
Handling of all pension matters (teachers and support staff)	F		Approve and inform Board				

TFT Scheme of Delegation

HR	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
Approval of use of discretions	F		Approval				
Approval of Federation employment policies	F		Approval				
Objective setting and performance appraisal	F (except CEO)		Appraises Heads and Exec Team with Trustees as appropriate	Appraisal arrangements for own team	Appraisal arrangements for own team	Appraisal arrangements for own team	
Approval of formal restructure plans	P+	Rem Com to review in consultation with F&A, and recommend to Trust Board	Makes recommendations to RemvCom, F&A and Board	Leads wider review with People Group. Makes recommendations to CEO/Board	Makes recommendations to CEO/Board	Decisions on internal Academy restructure in consultation with CEO	
Approval of severance or redundancy agreements	F (except Exec Team)	Rem Com informed	Final Approval	Consult with CEO	Consult with CEO	Consult with Exec Team	
Authority to issue warnings or other disciplinary measures except dismissal	P (except CEO/COO)		May issue warnings in own teams	May issue warnings in own teams	May issue warnings in own teams	May issue warnings in own teams	Part of formal panel
Authorisation of settlement agreements	P+ - where value > £30k or 1 yr salary (whichever lowest) F- where value is < £30k or 1 yr salary (whichever lowest)	Rem Com to review and recommend to Trust Board	Final decisions	May negotiate and make recommendations to CEO and Board	May negotiate and make recommendations to CEO and Board	Decisions made for staff, but must seek approval from CEO for senior leaders and head	
Suspension	F (except CEO)		Final decision for (Exec teams and Principals)			Decisions within own Academy, must inform COO	
Potential Dismissal	F (except CEO)		CEO or other Exec Team member must be	CEO or other Exec Team member must be	CEO or other Exec Team member must	Part of formal panel	Part of formal panel

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HR	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
			involved in all dismissal panels	involved in dismissal panels	be involved in dismissal panels		
Appeals	N						May form part of panel

INFORMATION MANAGEMENT	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
Adopting and following policies for information security and compliance	F Monitors reports of data breaches and evaluates the impact of policy			DPO for the Trust is SchoolsPro		Report issues, near misses and breaches to DPO. Responsible for adherence to policy and maintaining accurate records	
Management of Trust websites, ensuring accuracy and compliance	F	F&A Com monitor compliance		Audits websites for accuracy and compliance			

HEALTH AND SAFETY	Trust Board	Committee	CEO	CGOO	CFO	Head	CPG
Health and Safety Policy	N	F&A Com to review and recommend approval to Trust Board		Makes recommendations to the F&A Com		Implementation and local policy	Monitors compliance with policy.
Critical incident planning	F	F&A com receives assurance of compliance		Holds MAT and Academy critical incident plans and reviews as appropriate		Implementation and local policy	Ensures critical incident plans are adequate and in place
Health and Safety RIDDOR reporting	F	F&A com receives assurance of compliance		Ensures RIDDOR reporting is in place (managed by DELT)		Implementation and local policy	

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Health and Safety Accident reporting	F	F&A com receives assurance of compliance		Monitoring and reporting of exceptions (managed by DELT)		Ensures accidents are reported	Ensures accident reporting arrangements are in place
Statutory training	F	F&A com receives assurance of compliance		Monitors statutory training for H&S and reports to the Board		Ensures there are arrangements for statutory training for H&S	Monitors Academy statutory training for H&S
Statutory compliance testing	F	F&A com receives assurance of compliance		Implements, monitors statutory compliance testing and reports concerns to the Board		Monitors local statutory compliance testing (ABM)	
Academy health and safety arrangements, including use of risk assessments	F	F&A com receives assurance of compliance		Responsible to ensure arrangements are in place		Delivery and local responsibility	Local monitoring
Fire risk assessment	F	F&A com receives assurance of compliance		Ensures all academies have valid risk assessments in place			Information only
Asbestos risk assessment	F	F&A com receives assurance of compliance		Ensures all academies have valid risk assessments in place			
General monitoring and action plans in relation to safety of sites including buildings conditions	P	F&A com receives assurance of compliance		Drafts action plans from audits, reports to the Board		Implements action plans	Reviews progress against action plans

SAFEGUARDING	Trust Board	Committee	CEO	CGOO	CFO	Head	Local DSL	CPG
Ensure suitable Safeguarding Policy and associated procedures are in place across the MAT	N	Ed Com to review and recommend to Trust Board	Contributes to the production and implementation of the Safeguarding Policy and procedures	Develop policies on advice of Trust DSL		Local responsibility for safeguarding	Adopts Safeguarding Policy and procedures and ensures they are communicated to and implemented by all staff	Monitors Safeguarding Policy and procedures at Academy level

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Monitor the effectiveness of the Safeguarding Policy	P	Ed Com to receive assurance of compliance and effectiveness	Ensures annual review of Safeguarding Policy takes place	Monitors effectiveness and ensures annual reviews take place by Trust DSL		Reviews effectiveness of the Safeguarding Policy and makes recommendations for change where appropriate. Reports to the Board	Reports recommendations for changes to the Safeguarding Policy to Head	Monitors Safeguarding Policy and procedures at Academy level
Produce an annual report on the MAT's Safeguarding policy and procedures	N	Ed Com to receive assurance of compliance and effectiveness		Provides annual report to the Board on advice of Trust DSL			Provides data and other feedback to the MAT lead to assist with producing annual report	
Produce a termly report on the Academy Safeguarding policy and procedures	F	Ed Com to receive assurance of compliance and effectiveness	Receives collated termly Safeguarding report	Receives individual termly Safeguarding reports from academies and collates for CEO and Board		Meets DSL and ensures termly Academy Safeguarding report produced	Produces termly Academy Safeguarding report	Receives and signs termly Safeguarding report
Ensure Annual Safeguarding audits take place and are appropriately reported to the Board	N	Ed Com to receive assurance of effectiveness and report to Trust Board	Commissions Safeguarding checklist and receive reports	Ensures annual LA safeguarding audits take place and reports received by the Board		Reviews audit and checklist and ensures next steps are implemented	Complete LA safeguarding audit and CLF checklist and provide initial next steps	Assists in the development of the S157 audit
Attend all relevant training and ensure all staff are trained	N	Ed Com to receive assurance of effectiveness and report to Trust Board	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE		Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE
Ensure each Academy appoints a Safeguarding governance representative	N	Ed Com to receive assurance of effectiveness and report to Trust Board						Appoint a Safeguarding representative

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Ensure Safer Recruitment procedures are implemented and adhered to	F	Ed Com to receive assurance of effectiveness		Monitors and ensures the Safer Recruitment processes		Adheres to Safer Recruitment processes		Monitors Safer Recruitment processes
Ensure Prevent agenda is implemented	F	Ed Com to receive assurance of effectiveness		Receives report on Prevent Agenda in safeguarding reporting		Monitors performance	May act as Academy lead for the Prevent agenda and ensures full compliance	Monitors Prevent awareness and training
Confidential Safeguarding issues reported to LADO where appropriate	F (unless CEO)	Ed Com to receive assurance of effectiveness		Reports safeguarding issues to LADO (if concerns are about executive team or Heads), ensures Heads' compliance		Reports safeguarding issues to LADO as appropriate	Notifies Principal of concerns or referrals to LADO	Monitors safeguarding in Academy
Operation of Safeguarding investigations	F (unless CEO)	Ed Com to receive assurance of effectiveness	Overall responsibility	Ensures policies are followed		Commissions Safeguarding Investigations	Advises Head	Involved according to the MAT policies