Spencer Academies Trust
Scheme of Delegation

Policy Owner:	SAT Board F. Mitchell
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Context

The Spencer Academies Trust operates with a clear commitment to its core values: **aspiration, partnership, and responsibility**. These values underpin all aspects of our Trust's work, guiding decision-making, leadership, and collaboration across all academies and governance structures.

All governance within the Spencer Academies Trust is conducted in accordance with the Seven Principles of Public Life (the Nolan Principles): **selflessness, integrity, objectivity, accountability, openness, honesty, and leadership**. These principles ensure that all those involved in governance act with transparency, fairness, and a steadfast commitment to serving the best interests of children, young people, and the wider community.

Scheme of Delegation Principles

Our Scheme of Delegation aims to fulfil both our mission and vision, with the principles applying to all elements of our trust, including the Spencer Alliance for Leadership and Teaching (SALT).

Mission: Our Mission is to provide high quality education and deliver the best possible outcomes for children and young people.

Vision: Spencer Academies Trust is an exceptional Trust, which provides an outstanding education for local children.

SAT Board of Directors (BoD's) intention is to provide a framework via the Scheme of Delegation within which Central Team Staff, Academy Governance Committees (AGCs) and Academy Principals can make decisions to meet the needs of pupils, students and where appropriate, the wider community.

1. Spencer Academies Trust Academies (SAT) is an exempt educational charity.
2. The SAT Board of Directors (BoD) is clear that it has responsibility to ensure that all statutory obligations to our students, parents, and the Department for Education are met.
3. We approach decision making with the future of our pupils and students in the forefront.
4. We are fully inclusive and welcome children from vulnerable groups.
5. We participate in Local Authority admissions arrangements.
6. We are not selective.
7. We provide on-going high-quality professional development for all our staff.
8. We follow the School Teachers Pay and Conditions and National Joint Council conditions of service.
9. We seek to work positively with Trade Unions.
10. We play our full role in Fair Access and Hard-to-Place Protocols.
11. We always put collaboration before competition.
12. We believe in sharing information with other providers, employers and all agencies supporting children and young people.

Tiers of Governance

The Spencer Academies Trust has three clear layers of non-executive governance.

Non-executives are volunteers and NOT employees:
1. Members
2. Trustees/directors
3. Governors as part of Academy Governance Committees (AGCs)

Spencer Academies Trust has two layers of executive governance.

Executive Trust Leaders are employees of the Trust:
1. Executive strategic leaders (led by the CEO)
2. Trust leaders (Executive Principals and Principals)

The Role of Members

The Academies Financial Handbook and the Trust's Articles of Association, together with relevant legislation, contain key information on Members. Members are the custodians of governance, playing an 'eyes on, hands off' role. Members have specific roles which can include (subject to Trust documents and relevant legislation):

- Amending the articles of association
- Appointing or removing Members or trustees
- Appointing the Trust's auditors and receiving the audited annual accounts
- The power to change the Trust's name and, ultimately, wind it up.

The Role of Directors/Trustees

The legal accountable body for Spencer Academies Trust is the board of Directors/Trustees. The Board is responsible to the Secretary of State for Education for the effectiveness of each of our schools. Members of the Board fulfil the duties of company directors, trustees and governors. It is recognised that, whilst the Board can choose to delegate some of its functions, it cannot delegate its responsibilities. The board of directors/trustees appoint the chief executive (CEO), to whom it delegates responsibility for the conduct and performance of the trust, including the performance of the schools within the trust, and for its financial management.

Under the Articles of Association (Articles 93-131), Directors have the following responsibilities:

- To manage the business of the Trust.
- To expend the funds of the Trust in such manner as they shall consider most beneficial for the achievement of the Objects.
- To invest in the name of the Trust such part of the funds as they may see fit.
- To enter into contracts on behalf of the Trust.
- In exercising these powers and functions, the Directors may consider any advice given by the CEO and any other Executive Officer.
- Any bank account shall be operated by the Directors in the name of the company and payments authorised by at least two signatories authorised by the Directors.

- The Directors may appoint separate committees for each Academy and should determine constitution, membership, proceedings and Terms of Reference. Terms of Reference are to be reviewed annually.
- Directors may delegate to any Director, committee, the CEO or any other Executive Officer, such of their responsibilities as they consider desirable. Delegation may be subject to conditions and may be revoked or altered. Any exercise of delegation is to be reported to the next Directors' meeting.
- To appoint the CEO and Principals of the Academies. Directors may delegate such responsibilities as required by the CEO and Principals for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Directors and for the direction of the teaching and curriculum at the Academies).
- To comply with obligations under the Companies Act and Charities Act with regards to the preparation and filing of the annual report, accounts and confirmation statement/annual return.

The SAT BoD has the following scrutiny sub-committees, made up of Non- Executive Directors. Each of these sub committees meets at least termly and makes recommendations to the BoD as it considers appropriate:

- **Quality and Standards Committee**
- **Audit and Risk Committee**
- **Finance and Resources (Finance, Capital and Personnel) Committee**
- **Estates and Facilities (HS&E) Committee**
- **Safeguarding and Inclusion Committee**

In addition, the BoD has a **Remuneration Committee**, made up of Non-Executive Directors. This sub committee meets annually in the autumn term. Terms of Reference for all BoD Sub committees are reviewed on at least an annual basis.

The Role of Governors

Spencer Academies Trust have a further level of governance, where governors are appointed to Academy Governance Committees (AGCs) to run governance at a local level within the community an academy serves. Academy Governance Committees (AGCs) should be:

- the recipients of detailed information about how their schools are being managed
- tasked with scrutinising management information thus providing assurance to trustees that the school is:
- operating within the ethos and values of the trust and creating a positive climate for all stakeholders o working within agreed policies
- meeting the agreed targets
- engaging with stakeholders
- acting as an ambassador for the school and trust

The trust board should demonstrate the value they put on local governance by ensuring effective channels of communication between trustees and academy governance committees (AGCs), as well as providing specific training and development programmes for all involved in the governance of the trust.

The Role of the Chief Executive Officer (CEO):

- the trustees delegate the day-to-day management of the trust to the CEO, line managing them in line with the trust's appraisal and performance management policies.
- the CEO is also the accounting officer and so is not only responsible for the performance of the trust but has a personal responsibility to parliament for the regularity, propriety and value for money, and for assuring the board about compliance with the funding agreement and the Academies Financial Handbook.
- the CEO will be responsible for the leadership and management of the central executive team and the schools' principals and will report to the trust board and its committees.

The Role of the Executive Leadership Team (ELT):

- The CEO delegates the day-to-day management of the trust to ELT, line managing them in line with the trust's appraisal and performance management policies.
- ELT are responsible for identified strategic strands delegated to them by the CEO.

The Role of Executive Principals and Principals

- Principals have been delegated the day-to-day management of their school and are line managed in accordance with the trust's appraisal and performance management policies.
- Principals share information about how the trust is managing the school with the academy governance committee (AGC) so that committee members build an understanding about how the school operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in practice.

KEY A = Accountable C = Consultee			Non-Executive Governance								Executive Trust Leaders							
	DFE	Trust Members	Trust Board	A&R	F&R	Q&S	Estates	S&I	Remuneration	AGC	CEO	CFOO	Estates Director	HR Director	Snr Head of Ops	IT Director	ELT	Principal
GOVERNANCE																		
Appointing Non-Executive Directors		A	C															
Appointing sponsor governors to Academy Governance Committee			A							C								C
Appointing Chair and Vice Chair of Academy Governance Committee										A								
GROWTH OF THE TRUST																		
Approval of new schools/academies joining the Trust and bids to run Free Schools or Basic Need schools	A		A								C							
ACCOUNTS AND AUDIT																		
Approval of the audited financial statements		A	A	A							C	C						
Appointment of Auditors		A	A	A							C	C						
BUDGETS AND BUDGETARY CONTROL *																		
Approving Trust financial targets			A		A						C	C						
Approving Budgets																		
Central services - Estates, IT, Finance, People											A	A	C	C		C		
Central services – School Improvement Professionals											A	A					C	
Central services - Executive and Admin											A	A						
Draft Academy budget										C	A	A						C
Draft Central Services budget											A	A						
Consolidated Trust budget			A								A	A						
Approving Grants to academies																		
Approving operational grants to academies ≤ £75,000					C						A	A						
Approving operational grants to academies > £75,000					C						A	A						
Approving strategic grants					C						A	A						
Capital works £5,001 to £10,000												A	A					C
Capital works £10,001 to £100,000												A	A					C
Capital works £100,000 to £500,000											A	A	C					
Capital works over £500,000			A				A				C	C	C					
Approving supplies to the Trust from related parties																		
Approving supplies to the Trust from related parties	A										A	C						
Approving novel, contentious and repercussive transactions	A				C						A	C						
Approving the giving of gifts from public funds											A	C						

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Policy and management of use of business credit cards											C	A						
Approving bank or sponsor loans and overdrafts	A				C						C	C						
Making changes to the bank mandate											A	A						
Making payments from bank accounts (Bank Mandate)											C	A						
PAYROLL AND HUMAN RESOURCES **																		
Personnel structure including redundancies and restructures																		
Approval of overall structure			A								C							
Approval of changes to structures in Executive Leadership Team			A								C							
Approval of changes to structures in Academy Leadership											A	C					C	
Approval of changes to Central Trust structure											A	C	C	C	C	C	C	
Approval of changes to Central Services staff structures based in academies											A	C					C	C
Approval of changes to teaching and non-estates/finance/IT staff structures in academies											A	C	C	C		C		C
HR Policies & Procedures																		
Approval of pay-related HR policies					A				C		C	C		C				
Approval of non-pay related HR policies								A	C		A			C				
Application of HR policies and procedures											C			A			C	C
Making appointments, amending contracts of employment (including pay ranges) and dismissals																		
CEO			A															
Trust Executive Leadership Team			A								C						C	
Executive Principal			C								A						C	
Principal			C							C	A						C	
School Improvement Professionals											A						C	
Central Team staff											A	A					C	
Academy teaching and other support staff																	C	A
Determination of CEO and ELT pay ranges			A						A									
Determination of pay ranges in excess of £100K			A						A									
Determination of pay ranges below £00K											A	A					C	
Professional Performance Review																		
CEO			A						A									
ELT											A							

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Directors / Senior Ops												A						
Executive Principals/ Principals/ Curriculum Directors																	A	
Vice Principal																		A
Annual Salary Review																		
CEO			A						A									
Trust Executive Leadership Team			A						A		C							
Principal			A						A		C						C	
School Improvement Professionals											C						A	
Director of Ops											A	C						
Central Team staff											A	C	C	C	C	C	C	
All other Trust posts											A	C	C	C	C	C	C	
Academy teaching and other support staff																	C	A
Approving monthly payroll																		
Central services staff											A	A		C				
Principals and Vice Principals											A	A		C				
Other Academy staff												A		C				A
Acting Up Payments/ Additional or temporary payments																		
CEO / ELT			A						A									
Executive Principal / Principal			C								A						C	
Vice Principal											A						C	
Directors											A						C	
Academy and Central staff																	A	
Redundancies, wider restructure and early retirement payment																		
Restructure and /or redundancies which impact on multiple post and grades			A								C							
Individual redundancies or early retirement											A	A		C				
Approving staff expenses																		
CEO			A															
Trust Executive Leadership Team											A	C						
Principals												C					A	
Central services staff											A	A	A	A	A	A	A	
Other academy staff												C						A
Approving staff severance, compensation, ex gratia payments																		
≤ £50,000 (Academies)					C						A	C		C				C

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≤ £50,000 (Central Trust)					C						A	C		C				
>£50,000	A		A								C	C		C				
ex gratia	A		A								C	C		C				
PROPERTY AND ASSETS																		
Acquiring of a freehold of land or buildings	A		A								C							
Disposing of a freehold of land or buildings	A		A							C	C							
Disposing of heritage assets	A		A								C							
Disposing of other assets																		
Disposing of other assets ≤ £10,000											C	A	C	C	C	C	C	C
Disposing of other assets £10,000 ≤ £20,000											C	A	C	C	C	C	C	C
Disposing of other assets > £20,000											A	C	C	C	C	C	C	C
Taking up a finance lease	A			A							C	C						
Taking up a leasehold or tenancy agreement on land and buildings from another party for a term of > 7 years	A						A				C		C					
Granting a leasehold interest, including a tenancy, of any duration, on land and buildings to another party	A						A				C		C					
Taking out or granting any other operating lease											A	A	C					
Activity																		
Approving the use of buildings for hire or reward											A		C					
Approving the siting of external temporary buildings/containers or outbuildings											A		C					
Approving changes to any perimeter fencing and/or external signage											A		C					
Approving alterations, or amendments to, fire and/or security protection											A		C					
Approving the Business Continuity plan				A							C				C			
Approving the Health and Safety policy							A				C		C					
Approving the write off of debts and losses and entering into guarantees, indemnities or letters of comfort																		
≤ £45,000 per single transaction											A	A						
> £45,000 < £250,000 per single transaction					A						C	C						
EDUCATION																		
Making significant variations to the curriculum										C	C						A	
Making variations to the length and/or structure of the academy day										C	C						A	

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Approve and monitor the Academy Improvement Plan										C	C						A	
Make significant changes to education philosophy, policy, practice or delivery										C	A						C	
Make changes to Admissions Policy, incl PAN changes			A							C	C							C
Removal of a student from the academy roll without an onward destination and/or Elective Home Education																	A	A
Withdrawal of student from courses that would mean Progress 8 slots are not filled																	C	A
Removal of student from post-16 course that will impact current and/or future funding																	C	A
Permanently exclude a student										C							C	A
Setting targets and reviewing the performance of the Trust			A								A						C	A
Setting targets and reviewing the performance of each academy						A				C	A						A	C
Quality of teaching – ensuring appropriate levels of support, challenge and intervention to support delivery of outcomes						C				C	C						A	A
Dealing with complaints																		
First escalation to Stage 2 of complaints procedure															A			A
Second escalation to stage 3 of complaints procedure						C									A		A	C
Response to stage 4 of complaints procedure			C								C				A		A	
Banning a parent from entering the academy site															C		A	A
Other education areas																		
Make changes to academy branding - e.g. logo, website, vision										C	A							C
Make changes to the academy uniform for students										C	A							C
Approving statutory policies			A							A	A	C	C	C	C	C	C	
Approving non-statutory education policies										C							A	A
INFORMATION TECHNOLOGY																		
Approving IT Renewal programme											A					C		
Activity																		
Approve new user accounts and email in academies																A		
Approve new user accounts and email in Central Trust																A		
Relocating onsite end-user devices																A		

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Making changes to onsite end-user devices																A		
Approve new software or hardware																A		
Approve changes to IT infrastructure, system and/or security																A		
Approval of IT Strategy							A				A					C		
Approving changes to Data Protection policy				A							A				C	C		

Financial Levels of Authority *

Ordering of goods and services, including contracts and SLAs

Threshold	Category of procurement	Authority to approve
Up to £10,000	***Low value*** – single quote from approved supplier, best value considerations made	Primary: Up to £1,000 – Budget holder Up to £5,000 – Principal £5,001 to £10,000 – Principal plus one of Head of Finance/Director of IT/Director of Estates as appropriate* Secondary: Up to £1,000 – Budget holder Up to £10,000 – Principal Trust Centre: Up to £1,000 – Budget holder Up to £10,000 – One of Head of Finance/Director of IT/Director of Estates as appropriate*
£10,001 to PCR limit (currently £214,904 incl. VAT = £179,087 excl. VAT)	***Medium value*** – short tender process (minimum two quotes if less than £25k, minimum three quotes from £25k to PCR limit)	Schools: £10,001 to £100,000 – Principal plus one of Head of Finance/Director of IT/Director of Estates as appropriate* Trust Centre: £10,001 to £100,000 – One of Head of Finance/Director of IT/Director of Estates as appropriate* plus CFOO All: £100,001 to £250,000 – as above plus CFOO £250,001 - £500,000 – as above plus CEO
Above PCR limit	***High value*** – full formal tender process	Up to £500,000 – as above (Budget holder, CFOO and CEO) Over £500,000 - As above plus Trust Board (or delegated Committee/Chair)

* Where spend relates to IT and/or Estates related budgets, approval is required from the relevant Director. All other spend requires approval from the Head of Finance.

Budget virements

Where insufficient funds exist within a budget to cover the cost of a proposed transaction, a budget holder may seek approval to move funds from another budget to meet the shortfall. This is called a virement of budget. Approval for the virement of funds must be obtained according to the following delegated limits:

Approval for virement must be adequately documented via submission in writing to the CFOO in advance.

Virement threshold	Authority to approve
Primary: Up to £5,000 Secondary: Up to £10,000	Principal (in consultation with their Finance Partner and the CFOO)
Up to £50,000	CFOO
Up to £100,000	Both CFOO and CEO
Over £100,000	As above plus Trust Board (or delegated Committee/Chair)

Bank mandate (signing of cheques, standing orders and direct debit instructions)

Value	Delegated authority
Any	Two signatories from: • CEO • CFOO • Head of Finance Previously included the following as well: • Director of Education • Principals • Vice Principals • Academy Finance Leads

BACs payments

Value	Delegated authority	Notes
Via Natwest online banking platform:		
Up to £10,000 (single transaction or bulk payment)	Two A approvers	Payments must but uploaded for approval by someone separate to the two approvers Uploaders: • Senior Finance Assistant • Finance Assistants (x2) • All approvers A approvers: • Assistant Accountant • Finance Partners (x5) B approvers: • CFOO • Head of Finance • Senior Finance Partners (x2)
Between £10,001 and £500,000 (single transaction or bulk payment)	One A approver and one B approver	
£500,001 or more (single transaction or bulk payment)	Two B approvers	
(Previously - Single payments Bulk payments	Up to £50,000 – any two approvers Over £50,000 – any three approvers one of which must be the CFO Up to £100,000 – any two approvers Over £100,000 – any three approvers one of which must be the CFO)	Approvers: • CFOO • Head of Finance • Assistant Accountant • Senior Finance Partner • Finance Partners (x5)
Salary payments via third party payroll provider (Dataplan):		
Monthly payroll BACs payments	Approved via Every by school level approver and then one of: • CFOO • Head of Finance • Director of HR	After approval, payment via BACs instigated automatically by payroll provider, Dataplan.

HR Levels of Authority **

Appointments Panels	
All appointment panels must contain at least one member who has undertaken Safer Recruitment Training. Please see the SAT Safer Recruitment policy for further details.	
CEO	Trust Board (minimum of 3 Trust Directors)
Executive Leadership Team	A panel of 3 that must include CEO and at least 1 Board Member. Can also include ELT member(s)
Executive Principal	Board Member, CEO and 1 other as determined by the CEO
Principal	A panel of 3 from Board Member, CEO,ELT/Executive Principal, Member of AGC
Non-ELT Directors of Central Functions e.g. HR, Finance, Facilities, ICT etc.	ELT member including CFOO and 2 others as determined by the CEO, including 1 board member
Vice Principals	ELT, Executive Principal or Principal – as determined by Director of Education. A Member of the AGC may also be part of the panel
Assistant Principals and SLT Education Support Professional	Principal, Vice Principal and 1 other as determined by the Principal. This may be a member of the AGC.
All other Academy Teaching posts	Principal (or nominated representative), Director of area (if applicable as determined by ELT) and Head of Department.
All other central Trust Teaching posts	ELT, Executive Principals.
Education Support Staff Professionals (other than SLT posts)	Academy - Line Manager or equivalent and up to 2 others determined by Principal. Central – CFOO, Director of IT, Director of Estates, Director of HR, Senior Head of Operations, relevant line manager (as appropriate to the role) and up to 2 others as determined Director of HR.

Disciplinary Cases and Dismissals		
Posts	**Delegated Authority**	**Appeal**
CEO	Committee of Board of Directors	3 Board Members including one of Chair or Vice Chair
Executive Leadership Team	CEO	3 Board Members
Executive Principal and Principal	ELT Member	CEO, Director of Education
Vice Principal and SLT Members	Executive Principals/Principals	ELT
Central Team: Non-ELT Directors and Heads of Service	ELT Member	3 of CEO and other ELT Members
All other Academy posts	Executive Principals and Principals	3 of ELT, Executive Principals and Principals
All other Central Team posts	ELT Member, Non-ELT Directors	3 of ELT or Non-ELT Directors

The power to consider employees' grievances and other complaints has been delegated to the Principal or Central Team Director in collaboration with the Chief Executive. Throughout this policy, 'Principal or Central Team Director' refers to the person outlined in the table of delegated authority as set out in the Trust Scheme of Delegation in force at the date of adoption of this policy. The Principal/Central team Director or their appointed representative will be responsible for managing the procedures and will appoint an appropriate manager to investigate the grievance.

Grievance, Anti-Harassment, Sexual Harassment, Discrimination and Bullying, Whistleblowing		
Posts	**Delegated Authority same as above**	**Appeal**
CEO	Board Member	2 Board Members including one of Chair or Vice Chair
Executive Leadership Team	CEO	2 Board Members
Executive Principal and Principal	ELT Member	CEO, Director of Education
Central: Non-ELT Directors (including Curriculum and Education based Directors)	ELT Member	2 of CEO, Directors of Education and ELT Member
Vice Principal and SLT Members	ELT Member	CEO, Directors of Education
All other Academy posts	Principal	2 of ELT
All other Central Team posts	ELT Member	2 of ELT