

# Great Schools Trust

## Scheme of Delegation

2021/22





# Rationale

The underlying principles for this Scheme of Delegation are:

The Trust Board:

1. Remains true to its vision, mission, values, aims and objectives in the pursuit of bringing together a family of 'schools of character'
2. Is mindful that it is publically funded and that having a strong system of financial management and control is essential for the overall success of the trust
3. Acknowledges that its function is to ensure that all statutory obligations are met in each academy within the family
4. Believes that the Members of each Local Academy Council are best able to service the needs of their Academy and their local community.
5. Intends to be as light-touch as possible within the Scheme of Delegation in order for Local Academy Council can work with its academy in making decisions at a local level to fully meet the needs of the students and the local community
6. Believes that all academies within the family are in a partnership of equals irrespective of their length of membership or Ofsted judgement



# The Great Schools Trust

## Vision statement

The Great Schools Trust seeks to:

- Develop, through the application of its ‘character through leadership’ philosophy, a family of excellent ‘world class’ academies that allow all pupils, irrespective of their starting point or background, to access university or a career of their choice and succeed in life
- Serve as a catalyst and model for system-wide reform that will allow more children to access high-quality education and gain greater success in life.

## The mission of each of our academies

To develop in each of our pupils the academic skills, intellectual habits, qualities of character and leadership traits that are necessary to succeed at all levels and become successful citizens in tomorrow’s world.

## The ASPIRE code

All of our academies are ‘values led’ and follow the Trust’s ASPIRE code. Through this code we strive to encourage:

**Aspiration Achievement Self-awareness Professionalism Integrity Respect Endeavour**

## Our fundamental principles

- We are fully inclusive and welcome children from vulnerable groups, e.g. FSM, SEND, LAC etc.
- We believe that all of our children can, and should, succeed and that it is the Trust’s responsibility to ensure that this happens
- We believe that when children feel valued and safe they will become engaged in their learning
- We will nurture each child’s engagement in their learning through the development of an ethos of high aspirations and high expectations in each of our academies
- We will ensure that each child’s learning is undisturbed through the establishment of ‘values led’ exemplary behaviour in all of our academies
- We will help each child learn that failure is just a step on the road to success through the successful implementation of the Trust’s educational model and ‘character through leadership’ programmes
- We will strive to develop outstanding teaching through personalised professional development tailored to each teacher’s needs



## **Great Schools Trust**

The Great Schools Trust is the principal sponsor of every trust academy and its member's role is to appoint Directors to the Trust Board. The principle objective of 'Great Schools' are to maximise pupil outcomes by promoting the Trust's educational model and specialism of developing 'character through leadership' in each academy within the Trust.

Each Academy is ultimately governed by the Trust which will have regard to, but for the avoidance of doubt shall not be bound by, any guidance as to the governance of the academies that the Secretary of State may publish. The Trust will establish, for each Academy, a Local Academy Council whose role is to work with its academy in ensuring the success of its students on behalf of the Trust. The membership of the Local Academy Council shall be for Trust Board to decide. However, this document is intended to stress the critical role that Local Academy Councils have and their decision-making powers.

## **Communication between the Trust Board and Local Academy Council**

The Board meet regularly and as often as necessary. The Chair of Trust and Chief Executive will schedule meetings with the Executive Principals/ Principals and Chairs of the Local Academy Councils as and when required. This provides an opportunity for information sharing between Trust and Local Academy Council and allows issues to be raised which may have influence across its broader family as well as particular institutions. Feedback from Trust meetings and the CEO will be a standing item on all Local Academy Council agendas.

## **Central Functions**

As part of a family of 'Schools of Character' we aim to have the greatest amount of impact with efficacy. We will strive to be one of the most cost effective academy trusts in the country. A contribution of 6.75% of each academy's budget is levied which enables all academies access to a whole range of functions and services as and when required<sup>1</sup>. This excludes any surplus carried forward or income generated by an individual Academy. In addition, when necessary, specific charges are made for bespoke intervention when curriculum and performance require e.g. long term or significant deployment of additional specialist staff.

It is GST's intention that as the number of academies grow, the levy will reduce.

# Composition of Trust Board

Type of Member	Number	Term of Office	How they are elected
Chair	1	Appointed Annually	By appointment of Members
Trustees (Non-Executive Directors)	11	Up to 4 years	Recommended by the Board of Trustees and approved by Members
Co-Opted Trustees	6	Up to 4 years	Recommended and appointed by the Board of Trustees as appropriate
Parent Trustees	2	Up to 4 years	Appointed by Trustees as appropriate
Chief Executive	1	Indefinite	N/A – by appointment as Chief Executive. Non-voting appointment

# Composition of Local Academy Councils (LAC)

Type of Member	Number	Term of Office	How they are elected
Chair of LAC (Trustee)	1	4 years	Appointed by Board of Trustees
Chief Executive	1	Indefinite	N/A – by appointment as Chief Executive
Executive Principal (where appropriate)	1	Indefinite	N/A – by appointment as Executive Principal
Principal of relevant Academy	1	Indefinite	N/A – by appointment as Principal

LAC Member (including Vice Chair)	Up to 8	4 years	As a sub-committee to the board, The Board of Trustees will reaffirm membership of the LAC annually.
Teaching staff Member	1	2 year	Teacher election – secret ballot to be organised by the relevant Academy
Support staff Member	1	2 years	Support staff election – secret ballot to be organised by the relevant Academy
Parent Member	2	2 years	Parent election – secret ballot to be organised by the relevant Academy
Community Member	1	2 years	Co-opted by Local Academy Council to provide additional skills or experience
Clerk to the Local Academy Council	1	Indefinite	By appointment of Lead Governance Professional to the Board of Trustees



## The Nolan Principles (1965)

It is expected that all Trust Directors and members of Local Academy Councils will, in all actions relating to the trust and its constituent academies, will align themselves with the seven principles of public life listed below:

**1. Selflessness** - Holders of public office should act solely in terms of the public interest.

**2. Integrity** - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**3. Objectivity** - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**4. Accountability** - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**5. Openness** - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**6. Honesty** - Holders of public office should be truthful.

**7. Leadership** - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs

# Levels of Authority

Delegated Duty	Delegated Authority	Comment
Admissions	Local Academy Council	All Academies will follow the Local Authorities admission policy for 11 – 16 and their own at post 16 taking into account Local Authority admission policies. Admission numbers are determined by the Trust Board.
Capital Programme	Trust Board	Proposed capital programmes need to be submitted by June each year with the approval of the Chief Finance Officer, Principal or, if appropriate, Executive Principal, Local Academy Council and Chief Executive.
Capital Programme Contract Variations	Trust Board delegated to CEO, CFO and Capital Programmes Lead	It is suggested that a 15% contingency is built into all programmes to allow for some local contract variation during the programme.
Health and Safety	Trust Board delegated to CEO, CFO and Capital Programmes Lead	It is the responsibility of the Board to ensure that health and safety laws are adhered to and the appropriate health and safety certificates are in place. The operational compliance of this function will be delegated on a day to day basis to the Director of Capital Programmes, Estates & Facilities and their team.
Income Generation	Trust Finance Committee	Any income generated requires approval to ensure alignment to charity law.
Insurance	Trust Board delegated to CEO and CFO	The Board will use its purchasing power to ensure that all Academies receive best value and value for money with their insurance.
Investments	Trust investments reverts back to the individual Academy.	All income (with the exception of trips and academy uniform) is deposited into the trust's central bank account with any surplus monies on behalf of each Academy in high interest accounts.

Delegated Duty	Delegated Authority	Comment
Permanent Exclusions  Fixed Term Exclusions	CEO, Principal and Local Academy Council  Principal and Local Academy Council monitored monthly by CEO	All Academies will follow Local Authority procedures for permanent exclusions and independent permanent exclusion appeals.
Private Finance Initiative (PFI)	Trust Board, CEO and Chief Finance Officer	Where capital projects are approved within PFI buildings, the Board, CEO, Chief Finance Officer and Director of Capital Builds, Estates & Facilities must be satisfied that appropriate procurement has taken place.
Service Level Agreements, tenders, contracts and leases	CEO and Chief Finance Officer  Chief Finance Officer, Chief Executive report all new SLAs, tenders, contracts and leases to the Board through appropriate financial reports	Depending on the context of each Academy, each Academy may have different tenders, SLAs, contracts and leases in place. It is the responsibility of the CEO through the Chief Finance Officer or appropriate central Director to negotiate new tenders, SLAs, contracts and leases and to ensure that they are receiving value for money and quality of service through robust market testing. From time to time Board may procure tenders, SLAs, contracts and leases on behalf of all academies as part of a best value review.
Safeguarding and SEND	Trust Board	The Trust Board will, in respect of each Academy, act in accordance with, and be bound by, all relevant statutory and regulatory provisions for both safeguarding and SEND. All Academies will follow the Trust's policy on safeguarding (the same staff identification scheme will operate in all Academies).

# Financial Levels of Authority

## Budget Setting

Indicative budgets will be in place by April-May each year, led by the Central Executive in consultation with academy principals and Local Academy Council Chairs. The Central Executive will then consult with the Trust Finance Committee May-June with the final Trust budget submitted to the full Trust Board for ratification by no later than 30 June each year. This will then set in place individual academy budgets for the following academic year.

All Principals, in conjunction with their Local Academy Council, will submit their Academy Improvement Plan, Summary SEF and Curriculum Led Financial Plan to the Chief Executive by no later than the beginning of October each year.

Principals will work within specific parameters as follows:

- Contact Ratio at 0.79
- PTR moving towards 1:16
- Curriculum Bonus <8%

It is acknowledged that for new schools joining the Trust that there will be a legacy curriculum in place.

Delegated Duty	Value	Delegated Authority	Comment
Goods, services, contracts, SLAs and leases	Up to £9,999	GST Academy - Principal GST Central – CEO, COSO, CFO	If within approved budget level <ul style="list-style-type: none"> <li>• Orders up to £3,000 at least a single written quotation is required</li> <li>• Orders over £3,001 and up to £24,999 require 3 written quotations</li> </ul>
	£10,000 - £49,999	Academy Budget – Principal Central Budget – CEO	If within approved budget level. <ul style="list-style-type: none"> <li>• Orders over £19,999 to be put out to tender</li> </ul>
	£50,000 - £99,999	Academy Principal with permission of Chief Executive	If within approved budget level <ul style="list-style-type: none"> <li>• Orders over £50,000 to be put out to tender.</li> </ul>

Delegated Duty	Value	Delegated Authority	Comment
Goods, services, contracts, SLAs and leases	£100,000- £149,999	Chief Executive with permission of Trust Finance Committee	If within approved budget level
	£150,000 and above	Board (2 signatures), Chief Executive & Chief Finance Officer.	If within approved budget level
	Authority to accept other than lowest quotation or tender	Approval required in accordance with the delegated authority set out above	
Delegated Duty	Value	Delegated Authority	Comment
Authorising monthly salary payments	Unlimited	Principal, Chief Finance Officer or Director of HR	Report to Board on any anomalies
	Up to £10,000	Any two signatures for all transactions.	

<b>Signatures for Cheques, BACS payment authorisations and other bank transfers</b>	Any amounts over £10,000	Two signatures in accordance with the bank mandate and one must be from the A list	
<b>Signatories for grant claims and D.f.E Returns</b>	Unlimited	The Chief Finance Officer and one of the following: <ul style="list-style-type: none"> <li>• Trust Chairman</li> <li>• Chief Executive</li> <li>• Executive Principal (if appointed)</li> <li>• Principal</li> </ul>	Two signatories, or as required by DfE / YPLA
<b>Virements of budget provision between budget heads</b>	Within department	Principal	Virements within a department at discretion of Principal. All virements to be reported to Central Finance Office
	Up to £30,000	Principal	Reported to Trust Finance Committee
	£30,001 - £49,999	As above plus CEO and Executive Principal (if appointed)	Reported to Trust Finance Committee
	Over £50,000	GST Board member & Chief Executive & Chief Finance Officer	Reported to Trust Finance Committee and Trust Board

Delegated Duty	Value	Delegated Authority	Comment
<b>Disposal of assets</b>	Up to £20,000	Principal and Chief Finance Officer	Chief Finance Officer to report to Trust Board
	Over £20,000	Chief Executive, Trust Board, Chief Finance Officer and D.f.E	D.f.E approval required for disposal of assets funded with more than £20,000 of D.f.E grant
<b>Write-off bad debts</b>	Up to £1000	Principal and Chief Finance Officer	Report to Trust Finance Committee
	Over £1,000	Trust Board, CEO, Chief Finance Officer plus D.f.E approval*	Report to Trust Board *Require DfE approval is the write off is in excess of 1% of total annual income or £45000, whichever is smaller
<b>Write-off overpayments to staff</b>	Up to £1,000	Principal & Chief Finance Officer	Reports of Trust Finance Committee and Trust Board
	Over £1,000	CEO, Chief Finance Officer	Reported to GST Board
<b>Purchase or sale of freehold property</b>	Any	Trust Board, Chief Executive and Chief Finance Officer plus D.f.E approval required	
<b>Granting or taking up of any leasehold or tenancy agreement exceeding 3 years</b>	Any	Trust Board, Chief Executive, Chief Finance Officer plus D.f.E approval required	
<b>Any guarantees, indemnities and letters of comfort entered into</b>	Any	Trust Board, Chief Executive, Chief Finance Officer plus D.f.E approval required	
<b>Ex-gratia payments</b>	Any	Principal, Chief Executive, Chief Finance Officer plus D.f.E approval required	

# HR Levels of Authority

APPOINTMENTS	
<b>All appointment panels must contain at least one member who has undertaken Safer Recruitment Training The Chief Executive may nominate an alternative representative if they are unavailable to make up a panel</b>	
Chief Executive / Executive Principals	Trust Board (minimum of 3 members, with non-voting co-opted members as required) with Director of HR being consulted
Chief Finance Officer	Board Member, Chief Executive and 1 other with Director of HR being consulted
Principal	Board Member, Chief Executive, Executive Principal if appointed and the Chair of LAC from another GST Academy with Director of HR being consulted
Trust-wide Lead Practitioners of Curriculum & Quality Assurance/Systems	Chief Executive and 1 one other as determined by the Chief Executive with Director of HR being consulted
Directors of central functions e.g. finance, HR	Chief Executive, Chief Operations & Strategic Officer, Chief Finance Officer and 1 other as determined by the Chief Executive with Director of HR being consulted
Vice Principals	Chief Executive, Executive Principal if appointed and Principal with Director of HR being consulted
Assistant Principals and SLT Support Staff	Chief Executive, Principal, Vice Principal and 1 other as determined by the Principal with Director of HR being consulted
Associate Assistant Principals	Principal, Vice Principal and 1 other as determined by the Principal with CEO and Director of HR being consulted
<b>EBacc</b> Head of Department / Faculty	Chief Executive, Principal, appropriate Director of Subject (if applicable) and 1 other as determined by the Principal with CEO being consulted
Head of Department / Faculty ( <b>Non EBacc</b> )	Principal, appropriate Director of Subject (if applicable) and 1 other as determined by the Principal with CEO and Director of HR being consulted
TLR Posts	Principal (or nominated representative), Director of Subject (if applicable) and Head of Department with CFO & Director of HR being consulted
All other Teaching posts	Principal (or nominated representative), Director of subject (if applicable) and Head of Department with CFO and Director of HR being consulted
All Support Staff posts (other than SLT posts)	Business Manager and 1 other determined by Principal (Group posts below Director) with CFO and Director of HR being consulted

## DISCIPLINARY CASES AND DISMISSALS

**For all disciplinary cases and dismissals the following delegation model shall apply:**

- Disciplinary
- Capability (professional competence)
- Ill Health Capability
- Redundancy. (The Board will have determined that there is a Redundancy situation)
- Some other substantial situation

**For all disciplinary cases and dismissals the following delegation model shall apply:**

Posts	Delegated Authority	Appeal
Chief Executive	Chair of Board	2 Board members
Executive Principal	Chief Executive	2 Board members
Director of Executive Services and Chief Finance Officer	Chief Executive	2 Board members
Principal	Chief Executive	2 Board Member
Vice Principal and SLT Members	Executive Principal if appointed, Principal	Chief Executive
Group and Curriculum Directors	Chief Executive, Executive Principal if appointed, Principal	Board Member, Chief Executive or Executive Principal
All other Academy posts	Principal	CEO or Executive Principal if appointed
All Finance posts	Chief Finance Officer	Executive Principal if appointed or Chief Executive

<b>GRIEVANCE</b>		
<b>Posts</b>	<b>Delegated Authority</b>	<b>Appeal</b>
Chief Executive	Board Member	Chair of Board
Executive Principal	Chief Executive	Board Member
Assistant to the Chief Executive and Finance Director	Chief Executive	Board Member
Principal	Chief Executive	Board Member
Group and Curriculum Directors	Chief Executive or Executive Principal if appointed	Chief Executive or Board Member
Vice Principal/SLT Member	Principal or Executive Principal if appointed	Executive Principal or Chief Executive
All other Academy posts	Principal	Executive Principal if appointed or CEO
All Finance posts	Finance Director	Executive Principal

OTHER HR FUNCTIONS	
Function	Delegated Authority
Compromise agreements up to and including £19,999	CEO to consult with Chair of Trustees.
Compromise agreements in excess of £20,000 but below £50,000	Chief Executive and Director of HR to agree terms Chair of Board to sign
Compromise agreements in excess of £50,000	Approval to be sought from the ESFA/HM Treasury

Signature of Letter of Appointments	Delegated Authority
Chief Executive	Chair of Board
Central Executive (C-Suite & Director Level)	Chief Executive
Executive Principal	Chief Executive
Principal	Chief Executive or Executive Principal if appointed
EBacc Subject Lead Posts	Chief Executive or Director of HR if unavailable
All other posts	Principal or Executive Principal or Director of HR if unavailable
Collective Agreements	Trust Board (Chair of Board to sign)
Teachers Pay Progression – Threshold/UPS	Principal

Function	Delegated Authority
<p><b>Acting up Payments/Additional Payments</b></p> <ul style="list-style-type: none"> <li>• Chief Executive/Executive Principal</li> <li>• Principal</li> <li>• Vice Principal</li> <li>• All other Academy staff</li> <li>• All Curriculum 'Group' posts</li> <li>• All Business 'Group' posts</li> <li>• Any additional payment for external work, e.g. through Teaching School</li> </ul>	<ul style="list-style-type: none"> <li>• Trust Board on recommendation of Remuneration Committee</li> <li>• Trust Board on recommendation of Remuneration Committee</li> <li>• Trust Board on recommendation of Remuneration Committee</li> <li>• Principal on the advice of the Director of HR</li> <li>• Chief Executive</li> <li>• Chief Finance Officer</li> </ul>

Function	Delegated Authority
<b>Performance Management</b> <ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Executive Principal</li> <li>• Finance Director, Director of Executive Services &amp; Finance Director</li> <li>• Principal</li> <li>• SLT</li> <li>• Curriculum Directors</li> <li>• Business Group Directors</li> <li>• All other Group posts</li> <li>• All other Academy posts</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of Board plus 1 other Board member</li> <li>• Chief Executive</li> <li>• Chief Executive/Chief Operations &amp; Strategic Officer</li>   <li>• Chief Executive and Executive Principal</li> <li>• Chief Executive and Principal</li> <li>• Chief Executive and Principal</li> <li>• Principal</li> <li>• In accordance with the list of agreed Reviewers approved by the Academy Principal</li> </ul>
<b>Staffing restructures</b>	Chief Executive, Executive Principal if appointed, HR, Principal and Chair of Local Academy Council (working within financial parameters)
<b>Re-grading/Re-designation/increase in hours</b> <ul style="list-style-type: none"> <li>• Salaries in excess of £55,000</li> <li>• Group salaries below £55,000</li> <li>• Academy posts below £55,000</li> </ul>	<ul style="list-style-type: none"> <li>• Board on the recommendation of the Executive Committee</li> <li>• Chief Executive</li> <li>• CEO, Executive Principal if appointed, Principal</li> </ul>
Creation of permanent new posts with salary above £55,000	Trust Board with salary recommendation from Executive Committee
Creation of permanent new posts with salary between £20,000 and £55,000	Chief Executive with consultation with Trust Finance Committee
Creation of permanent new posts with salary below £20,000	Executive Principal if appointed, Principal
Creation of temporary new posts of up to 1 year	Executive Principal if appointed, Principal
Revisions to Pay and Conditions	Trust Board

Function	Delegated Authority
Decision to make Redundancies	Trust Board on recommendation from Local Academy Council, Chief Executive and Director of HR
Authorisation of redundancy/early retirement payments	Chief Finance Officer or Director of HR so long as redundancies were approved by Board
Determination of Chief Executive's and Executive Principals ' pay range	Trust Board on recommendation from Remuneration Committee
Determination of pay range for an individual with a salary in excess of £55,000	GST Board on recommendation from Remuneration Committee
Determination of pay range for an individual with a salary less than £50,000	Chief Executive on the recommendation of the Director of HR
Determination of pay progression of the Chief Executive	Trust Board (following performance management)
Determination of pay progression of Executive Principals and Principals within their pay grade	Chief Executive (following performance management) and reported to Board
Determination of pay progression of members of Central Team	Chief Executive (following performance management) and reported to Board
Determination of pay progression of SLT (Assistant Principal through to Vice Principal and/or Associate Principal/Head of School) within their pay grade	Chief Executive, Executive Principal if appointed, Principal (following performance management) and reported to Board
Determination of pay progression of teaching posts below SLT within their pay grade (including Threshold)	Principal on agreement with Executive Principal if appointed, reported to the Local Academy Council on the basis of Performance Management
Administration of employment contracts, pay and conditions of services (with the exception of previous delegated authorities)	Director of HR (with reference to the Chief Executive, Executive Principal if appointed, Principal or Chief Finance Officer as appropriate)

N.B – Any other delegated Authority not described above would need to be referred to the Trust Board for a decision

The term 'Principal' will include Acting Principal



## Notes

