London South East Academies Trust
Scheme of Delegation

1.   Introduction

1.1   The need for a framework that provides clarity about the duties, roles and responsibilities of all parties is imperative for all organisations in order to secure effective systems of leadership, management and operation, to manage risk effectively and secure required outcomes.

1.2   The scheme of delegation needs to address:

    (i)   who in the organisation has the power to make decisions;
    (ii) the decisions individuals or groups are empowered to make;
    (iii) where and with whom consultation needs to take place before decisions are made; and
    (iv) where and with whom advice should be sought before decisions are made;

1.3   The framework also needs to clarify arrangements for monitoring and, where appropriate, intervention and how this will work in practice.

1.4   An overview of the accountabilities outlined in paragraph 1.2 and 1.3 is provided in the table appended to this report. This sets out the ways in which London South East Academies Trust ("the Trust") and its Charity Trustees and Directors fulfil their responsibilities for leadership of the Trust. In addition, it identifies the respective roles and responsibilities of the Trust Board, Trust Committees, CEO and Accounting Officer, CFO, Deputy CEO, Head Teachers and other Senior Leaders..

It is based on the requirements of the Trust's Articles of Association and Master Funding Agreement with the DfE and complies with the Academies Handbook.

1.5   The scheme of delegation supports the objects of the Trust as set out in paragraph 4 of the Articles of Association (the Articles). The Trusts objects are 'to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools ("the mainstream Academies") offering a broad and balanced curriculum.

2.   Powers of Delegation

2.1   The starting point for the scheme of delegation needs to be a shared understanding across the Trust that, in accordance with the Trusts Articles and Master Funding Agreement (MFA), sole decision-making power for the day to day business of the Trust resides with the Board of Trustees acting in accordance with the Sponsors vision, mission and values.

2.2 The legal entity is the Trust and not the individual Academies. As such, only the Board of Trustees has the legal authority to make decisions about:

i) employment issues;
ii) finance issues; and
iii) land ownership or leases;

2.3 The Trust is the admissions authority for all member Academies. Therefore, the Trust Board must determine and keep under review the admissions arrangements for all Academies, ensuring that they are compliant with the national Admissions Code.

2.4 The presumption therefore is that all legal and strategic decision-making authority lies with the Trust. However, while the Trust (via the Trust Board) holds this ultimate authority, the DfE and Trust Articles and Master Funding Agreement make clear that the Board of Trustees has the power to delegate decision making as it deems appropriate to Trust Committees, to the Accounting Officer (CEO), CFO, Deputy CEO and Head Teachers. Although the Board can delegate functions to its Committees, it cannot delegate accountability, which must ultimately remain with the Board of Trustees.

Trust Committees comprise:

- Group Audit & Risk Committee
- Group Finance Committee
- Group Remuneration Committee
- Group Search & Governance Committee
- Trust Education Performance & Standards
- Trust Local Provision Boards
- Trust Local Academy Councils

2.5 The framework must be approved and regularly reviewed by the Board of Trustees. Individual officers within the Trust should not make decisions or take unilateral action outside of this framework unless this approval has been given. To do so could lead to legal challenge and significantly increases risk. By approving the scheme of delegation, the Board of Trustees, in effect, gives this permission.

2.6 Where delegated decisions are made by the CEO, CFO, DCEO and/or Head Teacher and/or senior officers on their behalf, they should be formally recorded so that an audit trail of decisions taken, when and by whom, can be maintained. Trust Committees also record decisions in the minutes of their meetings.

3. Financial Delegation

3.1 The Board of Trustees is fully accountable to the DfE and Education Funding Agency (EFA) for all public funding that pays for the Trust's activities. This includes the annual revenue budgets for all Trust Academies, any grants associated with the conversion of schools that become sponsored Academies where the Trust has been approved as the sponsor or have chosen to convert as an Academy into the Trust. The Trust is also responsible for any capital receipts associated with Trust Academies.

3.2 The EFA sends all annual revenue budgets for Trust Academies directly to the Trust. Given the Trusts accountability, the annual budget for each Academy should be approved by the Board of Trustees. Once this approval has been given, Academy senior leaders should be given delegated authority to manage the budget.

3.3 The Board of Trustees are also required to approve a schedule of financial delegation that identifies the maximum post-holders can authorise. This schedule should also clearly identify the authority for procurement and the procurement rules each Academy should follow depending on the value of the contract. This information appears in the Financial Regulations approved by the Trust on an annual basis.

3.4 At each meeting, either the Board of Trustees or its nominated committee should receive an update on the financial performance of the Trust. Whilst it is not appropriate for the Trust Board to get involved in the operational detail of individual Academy budgets, by exception, the Board of Trustees should receive reports on significant deficits and surpluses in individual Academy budgets and the implementation of investment or recovery plans to address these in particular in terms of the impact on Academy standards.

3.5 Similarly, the EFA sends any capital monies on behalf of identified Trust Academies to the Trust, the Trust is directly accountable for these capital receipts and for ensuring that they are used appropriately for the purposes identified.

The Board of Trustees or its nominated committee, are required to have an overview of all capital expenditure through regular reports. CEO, CFO, DCEO and Headteachers are required to have delegated authority through their procurement limits to ensure that this funding is spent appropriately to improve the learning environment. The Trust also has a legal responsibility to ensure that all procurement activity fulfils legal requirements in recognition that this is public money.

4. Policy Development

4.1 Given that the Trust is responsible and accountable for the financial management of all member Academies and is the employer of all staff working in such Academies, it follows that human resources and finance policy approval should remain at the board level.

4.2 In order to minimise risk and ensure consistency, it is recognised that, in the early period following conversation to Academy status, it is likely that member will continue to adhere to existing School policies approved by previous governing bodies where appropriate to do so.

5. Monitoring and Intervention

5.1 The Board of Trustees on behalf of the sponsor, has ultimate responsibility and accountability for standards and performance in each Trust Academy, for finances across the Trust and for its legal responsibilities as employer.

5.2 A key task for the Trust is to develop and monitor a range of policies that member academies are expected to adopt. As far is possible under TUPE regulations and terms and conditions of employment, the policies for adoption may include those listed in Appendix 2.

6. Scheme of Delegation

6.1 This scheme of delegation is intended to provide clarity and enable effective and efficient decision making. It is not intended to be a complex document or to itemise every decision that needs to be delegated. Rather, it should provide the framework for decision making and demonstrate how the Trust is managing risk and fulfilling its legal responsibilities effectively.

6.2 Pragmatically, as much operational decision making as possible should be formally delegated to committees of officers of the Trust. This will ensure the Board of Trustees can focus on performance and the strategic agenda.

6.3 The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined as many are contained within policies and job descriptions. Throughout the scheme of delegation, the terms used will have the meanings outlined in Table A below.

6.4 The Scheme of Delegation should be read in conjunction with the Terms of Reference for The Trust Board and individual Trust Committees.

While the Scheme is designed to be comprehensive it will not cover every task.

Table A

Delegation Action	Details
Approve	The individual/group that has responsibility for approving a document or process, and where appropriate determining how the Trust and/or Academies (as appropriate) will undertake the task including determining appropriate milestones and targets to be reported against this.
Consult:	The individual/group that should be consulted as part of the process of completing a task.
Deliver/ Develop/ Comply:	**Deliver:** The individual/group that has responsibility for undertaking the task delegated to them and reporting on its delivery at suitable intervals. In the case of the Chief Executive officer (CEO) or CFO this will be at Trust level. In the case of the Deputy CEO and/or Head Teacher this will be at either Provision or Academy level. **Develop:** The individual or group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision making individual/group. **Comply** The individual/group will follow agreed decisions, policies and procedures
Recommend/ Report/ Review	**Recommend** The individual/group that should make recommendations as to how a task should be completed. In the case of the **(i)** CEO they will be making recommendations to the Board and/or Trust Committees as appropriate; **(ii)** Trust Committees they will make recommendations as determined by their Terms of Reference; and **(iii)** Academy Councils, DCEO and Head Teachers will make recommendation as determined by Terms of Reference or to the CEO. **Report** The individual/group that has responsibility for reporting on the delivery of tasks. In the case of **(i)** the CEO they will be making reports to the Board and/or Trust Committees (as appropriate; **(ii)** the Trust Committees will be making reports in relation to Provision Type or Academies to the Board and/or CEO (as appropriate); and **(iii)** the CFO DCEO and Head Teacher will be making reports in relation to Provision Type or Academies to the CEO and/or Trust Committees appropriate). **Review** The individual/group that has responsibility for reviewing whether a task is being carried out or actions are required to ensure task(s) are being delivered appropriately. In the case of **(i)** the Board they will be reviewing the CEO, CFO, DCEO and Trust Committees (as appropriate), **(ii)** the CEO they will be reviewing the CFO and DECO and **(iii)** the DCEO will be reviewing the Head Teachers and the Academic Leadership team.

Appendix: 1 London South East Academies Trust Scheme of Delegation Matrix

1.	Governance						
	Area of Delegation	**Trust Board**	**CEO / CFO**	**Group & EPS Committees**	**Provision Boards**	**DCEO**	**Head Teacher**
1.1	Vision and Ambition	To determine and approve	Advise on Vision and Ambition.	Advise on the vision and ambition.	Deliver on the vision and ambition.	Deliver on the vision and ambition.	Deliver on the vision and ambition.
1.2	Trust Scheme of Delegation	Review and approve	Review and recommend to the Board.	Consult.	n/a	n/a	n/a
1.3	Approve new convertor or sponsored Academies joining Trust.	Approve	Review and recommend to the Board.	Review and recommend to the Board.	n/a	n/a	n/a
1.4	Establish Trust Committees and approve Terms of Reference.	Approve	Review and recommend to the Board.	Consult on the terms of reference.	Consult on the terms of reference.	n/a	n/a
1.5	Appoint Chair of Trust Board.	Approve after Consultation with CEO and Sponsor.	Review and consult with the Board.	n/a	n/a	n/a	n/a

1.6	Appoint Chair of Trust Committee	Approve	Consult	Consult	Consult	Consult	Consult
1.7	Appoint (and remove) Clerk to Trust.	Approve	Review and recommend to the Board.	n/a	n/a	n/a	n/a
1.8	Trust Strategic Plan.	Approve	Review and Consult with Group and Trust Committees..	Consult	Consult	Consult	Consult
1.9	Approval of Trust wide policies as defined in Appendix 2.	Approve	Review and recommend to the Board.	Review and recommend to the Board.	Consult	Consult	Consult

2.	Education, Curriculum, & Academy Performance						
	Area of Delegation	**Trust Board**	**CEO / CFO**	**Group & EPS Committees**	**Provision Boards**	**DCEO**	**Head Teachers**
2.1	School Development Plans (SDPs) - evaluation of against the Trust's 5-year Strategic Plan.	Approve the SDP in consultation with the CEO. Review against the 5-year strategic plan.	Review and Report to the Board.	Review and recommend to the Board.	Review, monitor and report on the SDPs and SEFs.	Deliver and agree SDP with Head Teachers.	Prepare and deliver, consult with Academy Councils

2.2	Key Performance Indicators – effectiveness of schools' performance against the Trust's agreed KPIs.	Approve Trust wide and school KPIs. Review performance against KPIs and approve recommendations for development and plans to improve.	Review and recommend to the Board.	Review, Report and recommend to the Board. Hold Academic Leadership to account for delivery against KPIs.	Review performance of the school and report to the EPS Committee and CEO. Hold Academic Leadership to account for delivery against KPIs.	Determine and report performance of all schools to the CEO, Provision Boards and EPS Committee,	Delivery and agree the KPI performance targets.
2.3	Advising the Board on the quality of Academy SEFs (Self Evaluation Forms) and recommending any actions.	Approve the content of the Self-Evaluation Form in consultation with the CEO.	Review and recommend to the Board.	Review, Report and recommend to the Board.	Review and recommend school Self-Evaluation Form to the EPS Committee and Board	Consult and deliver the SEFs with Academic Leadership. Determine and report progress to the CEO, Provision Boards and EPS Committee.	Develop and determine the key actions with the DCEO.
2.4	Ensuring school's readiness for Ofsted inspection	Approve reports from the CEO on readiness for inspection.	Review and develop plans in support of readiness for inspection. Recommend to EPS Committee and the Board.	Review, monitor and recommend plans to the Board.	Review and monitor the readiness for inspection and report to EPS Committee.	Determine actions to be completed in readiness for Ofsted and report to CEO, Provision Boards and EPS Committee.	Deliver readiness for Inspection through developed and detailed Ofsted action plans.

2.5	Raising Standards – across the Trust as well as the annual self-evaluation cycle and reviewing termly reports from each Academy on pupils' progress.	Approve the content of the annual self-evaluation cycle in consultation with the CEO. Review termly reports from the CEO on raising standards and approving or making recommendations.	Review and recommend the self-evaluation process and practice across the Trust.	Review and report on progress to the Board.	Review, monitor and report to the EPS Committee	Deliver on School Improvement policy. Determine and develop improvement actions and report to CEO, Provision Boards and EPS Committee.	Develop and determine school improvements and deliver plans to DCEO, Academy Councils and Provision Boards.
2.6	Board policy and practice - across the Trust relating to teaching, learning and pedagogy.	Approve policies relating to teaching and learning across the Trust.	Review and recommend improvements.Recommend actions across the Trust as appropriate to assure rising standards.	Review and report on policy and practice to the Board.	Review and report on policy and practice within the schools to the EPS Committee	Determine and develop the improvement strategies and impact to policy and practice, and report to CEO.	Deliver quality and improved standards of practice in line with approved policies and procedures.
2.7	Quality of teaching and classroom experience of pupils across all Academies in the Trust.	Approve recommendations on school improvement including classroom experience.	Recommend strategies for approval as presented DCEO & Head Teachers. Provide assurance to the Trust Board though regular report on standards across the Trust.	Review and report on progress to the Board.	Review and monitor practice within the Academy concerned, reporting to the EPS Committee and the Board.	Determine and regularly develop strategies to improve classroom experiences. Report to the CEO, Provision Board and EPS Committee on progress.	Deliver quality and school improvements with each school. Report to DCEO on Academy Councils and Provision Boards on progress.

2.8	Establishing and reviewing curriculum provision in all Academies	Approve aims of the curriculum, constitution and standards. Review effectiveness of the curriculum and curriculum intent across the Trust.	Recommend high quality curriculum across the Trust. Identify and recommend changes to policy and provision across the Trust, as appropriate	Review and report on progress to the Board	Review and monitor provision within the school concerned, reporting to the EPS Committee and the Board	Determine the development of the curriculum strategy and intent.	Develop and deliver curriculum development and intent across all schools.
2.9	Monitoring the use of and impact of additional funding (Pupil premium, catch up premium, sports premium)	Board to approve Pupil premium and to hold overall responsibility for pupil premium.	Report to Board on the effectiveness and impact of PP and catch-up funding across the Trust.	Review and report on progress to the Board	Report regularly to the CEO and EPS Committee on impact of pupil premium funding.	Report and review on the use of Pupil Premium and catch funding and its impact.	Determine and deliver provision using PP, catch-up funding and other funding to maximise impact.
2.10	Monitoring the safeguarding arrangements including matters relating to Prevent, internet safety and ensuring appropriate policies are in place and are effective	Approve policy and practice following recommendations from the CEO. Review reports from Academies across the Trust.	Report to Board effectiveness of these areas across Trust.	Review and report on progress to the Board	Review and monitor practice within the schools, reporting to the EPS Committee and Safeguarding Steering Group	Report on effectiveness of Safeguarding across each area to the CEO, Provision Boards and EPS Committee.	Deliver safeguarding practices and develop best practice and compliant practice.

2.11	Provision for pupils with SEN (Special Educational Needs) and disability - Receiving reports from Academies in the Trust.	Approve content, character and scope of this area based on recommendations from the CEO. Review regular reports on quality and make recommendations for development.	Review and Recommend actions to the EPS Committee or Trust Board.	Review and report on progress to the Board	Review and monitor provision within the Academy, reporting to the EPS Committee and Board.	Report on effectiveness of each area to the Provision Board, EPS Committee, and CEO	Deliver and continuously develop the quality of SEN provision within the relevant Academy and report to Academy Council.
2.12	Quality of sex and relationships education, PSHEE, PE, spiritual, moral social and cultural development and religious education including peer on peer abuse..	Approve policies covering content, character and scope of this area based on recommendations from the CEO. Review regular reports on quality and make recommendations for development.	Review and recommend actions to the EPS Committee or Trust Board.	Report to the Board the effectiveness of these areas across the Trust.	Review and monitor practice within the Academy, reporting to the EPS Committee and Board.	Develop the delivery of standardised approach across the Trust and report to CEO and Provision Board.	Determine and deliver quality PHSE provision within the relevant School and in line with the standards outlined by the Trust.
2.13	Development of pupils' confidence, aspiration and achievement as well as policies on pupil voice and leadership and extended learning opportunities for pupils	Approve relevant policies. Review reports from EPS Committee on practice across the Trust and make recommendations for development	Review and Recommend actions to the EPS Committee or Trust Board around the effectiveness of these areas across Trust and recommend improvements.	Report to Board on the effectiveness of these areas. n/a	Review and monitor practice within the Academy reporting to the EPS Committee and Board	Develop the delivery of standardised approach across the Trust	Determine and deliver quality of provision within the relevant School

2.14	Trust branding and marketing material.	Approve	Develop and recommend to the Board for approval.	n/a	n/a	Develop the delivery of standardised approach across the Trust	Develop materials that are compliant with the Trust approach and branding protocols.
2.15	Compliance with mandatory publication requirements on Trust and Academy websites.	Review and report to the Executive on any non- compliance with the Trust website. .	Ensure Academy website is compliant with all Trust and mandatory requirements.	n/a	n/a	Ensure schools' websites are compliant with all Trust and mandatory requirements	Deliver and develop the school website to ensure compliance with all mandatory requirements and Trust guidelines.

3	Financial Management, Risk Management and Internal Control						
	Area of Delegation	**Trust Board**	**CEO / CFO**	**Group & EPS Committees**	**Provision Boards**	**DCEO**	**Head Teacher**
3.1	Establish Financial Regulations including delegated financial limits (see Appendix 2) to ensure compliance with the Academies Handbook and the Trust's financial and reporting requirements	Approve	Review and recommend to the Finance Committee and Board for approval	Review and recommend to the Board for approval.	n/a	Deliver compliance with the Financial Regulations Report any material issues or non-compliance to the CEO and CFO	

3.2	Establish financial policies covering Reserves, Treasury Management, Reimbursement of Expenses, and Fraud Avoidance	Approve	Develop and recommend to the Finance Committee and Board for approval	Determine and recommend to the Board for approval.	N/a	Deliver compliance with financial policies and procedures. Report any issues or non-compliance to the CEO and CFO.	
3.3	Establish other financial procedures and policies as required in accordance with the Financial Regulations and Academies Handbook	Approve any changes to financial regulations and procedures aligned to the Academies Handbook	Develop and recommend to the Finance Committee and Board for approval.	Determine and recommend to the Board for approval.	N/a	Deliver compliance with financial policies and procedures

Report any material issues or non-compliance to the CEO and CFO. | |
| 3.4 | Annual budget for the Trust and Academies, and medium/long term financial plans | Approve annual budget. Review reports from the CFO on performance against budget. | CEO and CFO to recommend to the Board for approval. | Determine and recommend to the Board for approval. | N/a | Comply with budgeted and forecast operating position.

Deliver annual budget in accordance with targets set by the Board. | |
| 3.5 | Annual Financial Statements and Trustees Report | Review and approve Annual Financial Statements and place accounts before Members at AGM. | CFO to consult with DCEO on preparation as required. | Determine and recommend to the Board for approval. | n/a | Consult and assist CFO with relevant commentary. | n/a |

3.6	Setting and monitoring of appropriate Internal controls	Determine the culture for internal control across the Trust.

Approve the annual internal audit plan. | CFO to report any material non-compliance to the Board and Audit Committee.

Deliver reports from the internal auditors and other relevant third parties to the Audit Committee. | Recommend to the Board for approval. | Review the risk register by provision type. | Report any material issues or non- compliance with internal controls to the CEO and CFO. | Report any material issues or non-compliance with internal controls to DCEO |
| 3.7 | Ensuring that actions required by auditors are implemented effectively and their impact monitored regularly | Review through the minutes of the Audit Committee. | Report to the Board on progress against agreed actions raised by internal and external auditors. | Recommend to the Board for approval. | Review and monitor internal controls as appropriate and presented. | Review and monitor compliance with agreed actions | Deliver compliance with agreed actions |
| 3.8 | Establishing and monitoring systems for Risk Management and control | Approve the Risk Management Policy.

Determine the risk register and review on regular basis. | Recommend the Risk Management Policy to the Audit Committee for approval.

Deliver the risk register and related reports to the Audit Committee / Board as appropriate for review. | Recommend to the Board for approval.

Review the risk register in detail at every Committee Meeting. | Review the risk register by provision type. | Deliver and determine the content of the risk register and report on any material changes to the CEO, CFO and Provision Boards. | Deliver and determine the content of the risk register. Review controls regularly and update as appropriate. Report to DCEO. |

| 3.9 | Appointment of bankers, Internal auditors, and internal auditors for the Trust and Academies | Review and approve appointment.

Review effectiveness. | Recommend to the Audit Committee and the board as appropriate.
Review performance and report to the Audit Committee and Board. | Recommend to the Board for approval. | n/a | Comply with requests from auditors and requirements of the bank. | Comply with requests from auditors and requirements of the bank |
| 3.10 | Ensuring adequate financial and asset management systems are in place across the Trust and all its Academies. | Determine and approve financial and asset management systems.

Review through the audit committee. | Determine and approve financial and asset management systems. | Recommend to the Board for approval. | n/a | Deliver compliance with the asset and financial management systems of the relevant Academy | Deliver compliance with the asset and financial management systems of the relevant Academy |

4	**Premises, ICT and Health & Safety**						
	Area of Delegation	**Trust Board**	**CEO / CFO**	**Group & EPS Committees**	**Provision Boards**	**DCEO**	**Head Teacher**
4.1	Deciding on and advising the Trust of priorities, for the maintenance and development of all premises belonging to Academies in the Trust.	Approve Trust wide policy as determined. Review report from CEO.	Review and monitor plan of works and actions and reports and recommend to the Board.	Recommend to the Board for approval as appropriate.	N/a	Deliver in accordance with Trust policy.	Deliver in accordance with Trust policy.

4.2	Property strategy and annual improvement plan for the estate together with the related budget.	Review and approve property strategy and major capital projects.	Recommend property strategy including major capital projects. Review monitoring reports of plan and recommend actions as appropriate.	Recommend to the Board for approval as appropriate..	N/a	Comply through adherence to the plan and monitoring progress, reporting regularly to the CEO and CFO	Comply through adherence to the plan and monitoring progress, reporting regularly to the DCEO and CFO
4.3	Approving plans for the development of ICT services and resources across schools in the Trust.	Approve budget for major capital investment in ICT.	Review and approve plans for the development of ICT. Report on and recommend plans for development.	Recommend to the Board for approval as appropriate.	n/a	Determine plans for the relevant Academy and comply with Trust policies and procedures.	Deliver and develop plans for the relevant Academy and comply with Trust policies and procedures.
4.4	Approval of Health & Safety Policy, arrangements to keep staff, pupils, parents and visitors safe together with monitoring arrangements	Review and Approve Health & Safety Policy. Review Health and Safety through annual reports.	Deliver and determine Health and Safety arrangements. Monitor Health and Safety and report to the board.	Recommend to the Board for approval as appropriate.	n/a	Comply with H&S policies.

Report major H&S incidents to CEO & H&S Committee | Comply with H&S policies.

Report major H&S incidents to CEO & H&S Committee |

5.	Human Resources (Pay and Performance)						
	Area of Delegation	**Trust Board**	**CEO / CFO**	**Group & EPS Committees**	**Provision Boards**	**DCEO**	**Head Teacher**
5.1	Reviewing and approving HR policies.	Review and approve HR policy and practice.	Develop and deliver HR policies and practice. Consult with DCEO and Head Teachers or equivalent on HR policies and procedures. Deliver HR policies and practice across the Trust.	Recommend to the Board for approval as appropriate.	n/a	Comply with HR policy and practice with regard to the relevant Academy and in line with Trust wide policies and procedures.	Comply with HR policy and practice with regard to the relevant Academy in line with Trust wide policies and procedures.
5.2	Staff appraisal and performance management policy and processes	Receive and approve recommendations on performance appraisals of senior leadership team as appropriate.	Receive and approve recommendations on performance appraisals of senior academic leadership as appropriate.	Where appropriate recommendations will be made to the Trust Board.	n/a	Deliver academic leadership team performance reviews and ensure that staff performance appraisals have been conducted appropriately.	Deliver staff and managers performance reviews and ensure that performance appraisals have been conducted appropriately.

5.3	Proposals for major restructuring and redundancy which would place more than 5 staff at risk of redundancy.	Review and approve proposals.	Recommend any material changes in staffing structures to the Board.	Recommend to the Board for approval as appropriate.	n/a	Determine appropriate staffing structure for the Academy in accordance with the budget for the year, or anticipated changes to the budget.	Deliver appropriate staffing structure for the Academy in accordance with the budget for the year, or anticipated changes to the budget.
5.4	Considering proposals about the development of their schools' staff.	Review and approve proposals.	Recommend to the Board any proposals for the development of Trust staff.	Recommend to the DCEO proposals for development of the Academy staff.	n/a	Determine, deliver and develop CPD plans for academic leaders.	Determine, deliver and develop CPD plans for managers and staff.
5.5	The appointment of the CEO & Accounting Officer, CFO, Company Secretary & Governance Professional, Deputy CEO and Head Teacher (or equivalent), or other senior staff at Head of School level and above.	Determine and approve appointment.	Review and recommend appointment to the Board.	n/a	n/a	Recommend appointment of Academic Leaders Head Teachers and Heads of School to the CEO.	n/a

5.6	The discipline, and dismissal the CEO & Accounting Officer, CFO, Company Secretary & Governance Professional, DCEO and Head Teacher (or equivalent), or other senior staff at Head of School level and above.	Arrange the conduct of a disciplinary hearing for any investigation required of CEO, CFO and Governance Professional. Review outcomes of disciplinary investigations of CEO, CFO, Governance Professional and other senior staff.	Determine and arrange a disciplinary hearing for any investigation required of DCEO, Head Teachers, Directors Head Teacher (or equivalent), or other senior staff at Head of School level and above.	n/a	n/a	Commission any required disciplinary investigation of Head Teacher (or equivalent), or other senior staff at Head of School level and above.	n/a
5.7	Approval of dismissal payments for staff in accordance with the Academies Handbook.	Approve dismissal payments for the CEO, CFO, DCEO, Governance Professional, Headteacher or equivalent level staff.	Approve dismissal payments for staff in line with the Academies Handbook requirements .	n/a	n/a	Recommend dismissal payments for school staff and managers to the CEO.	n/a

6	Policy & Procedures						
	Area of Delegation	**Trust Board**	**CEO / CFO**	**Group & EPS Committees**	**Provision Boards**	**DCEO**	**Head Teacher**
6.1	Review and approve Trust policies and procedures as set out in Appendix 2.	Review and approve.	Review and recommend to the Board for approval.	Comply and recommend improvements to the CEO, CFO, Committees and Board.			

6.2	Review and approve all Academy specific policies and procedures set out in Appendix 2.	Review and approve.	Review and monitor as appropriate.			Review and monitor school policies and compliance.	Determine and recommend to the Academy Councils for approval.
6.3	Admissions	Review and approve Admissions Policies where applicable. Establishing Admissions arrangements for mainstream provision, setting oversubscription criteria.	Review and monitor as appropriate and to recommend to the Board	n/a	n/a	Determine and recommend to the Board for approval. Ensure compliance with policies. Recommend for approval as appropriate	Develop and determine policy as appropriate.
6.4	Length of School Day	Review and approve	Review and monitor as appropriate	n/a	n/a	Determine and recommend to the Trust Board for approval.	Define changes to school day and term dates.
6.5	Statutory Policies	Approve Policies statutory and non-statutory Trust wide policies as detailed in Trust Policy Matrix Appendix 2.	Review and monitor as appropriate and to make recommendations to the Board.	Review and monitor as appropriate and to make recommendations to the Board.	Review and monitor as appropriate and to make recommendations to the Board..	Determine and recommend to the Board for approval.	Develop and delivery policy and procedures and recommend academy policies to Academy Councils for approval.

Appendix 2 – Trust Policy Matrix

This **Policy Matrix** provides an overview on the policies and procedures across the Trust and Academies including both prescribed and non-prescribed polices.
The policies have been categorised by **Policy Type** which determines the approval process for the policy. All Trust Policies **must** be approved at Trust Board
The **Policy Category** indicator, demonstrates the internal accountable policy area and the department or person who is responsible for updating the policy.
Owners and Authors are post holders responsible for ensuring that policies are updated, that the correct approval process has been followed and policies are presented to the relevant authorising Committee.

Sep-21

Policy Type	Policy Category	Policy Name	Owner/ Author	Approved By	Review Period	Next Review	Published to
Academy	Curriculum	Assessment	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Curriculum	Blended Learning Policy	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Curriculum	Careers, Education, Information, Advice and Guidance	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Curriculum	Collective Worship	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Curriculum	Curriculum	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Curriculum	Exams	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Curriculum	Marking and Feedback	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Curriculum	SEND	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page

Policy Type	Policy Category	Policy Name	Owner/ Author	Approved By	Review Period	Next Review	Published to
Academy	Curriculum	Sex Relationship Education	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Curriculum	SMSC	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Curriculum	Supporting Pupils With Medical Conditions	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Curriculum	Teaching and Learning	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Curriculum	Work Experience	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Finance	Charging and Remission	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Governance	Admissions Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Governance	Exclusion Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Governance	Home/School Agreement	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Health & Safety	Contractors and Visitors Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Health & Safety	Educational Visits Procedure	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Health & Safety	Positive Handling	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Health & Safety	Woodside Medical Policy	HT/HoS	Academy Council	Annual	Jan-23	Academy Web Page
Academy	Health & Safety	Accessibility Plan	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Health & Safety	Provider Access Policy	HT/HoS	Academy Council	Every 2 years	Sep-22	Academy Web Page

Policy Type	Policy Category	Policy Name	Owner/ Author	Approved By	Review Period	Next Review	Published to
Academy	Health & Safety	Pupil Risk Assessment Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Local Curriculum	Belmont Mathematics Calculations Policy 2019/2020	HT/HoS	Academy Council	Annual	Oct-22	Academy Web Page
Academy	Local Curriculum	Belmont Packed Lunch Policy	HT/HoS	Academy Council	Annual	Nov-22	Academy Web Page
Academy	Local Curriculum	BTA Marking and Feedback Policy	HT/HoS	Academy Council	Annual	Feb-23	Academy Web Page
Academy	Local Curriculum	BTA Provider Access policy	HT/HoS	Academy Council	Annual	Mar-23	Academy Web Page
Academy	Local Curriculum	Woodside Parent and Carer Code of Conduct and Communication Policy	HT/HoS	Academy Council	Annual	Dec-22	Academy Web Page
Academy	Safeguarding	Adapted Hours Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Safeguarding	Anti-Bullying Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Safeguarding	Attendance Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Safeguarding	Behaviour Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Safeguarding	CCTV Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Safeguarding	Death of a Pupil	HT/HoS	Academy Council	Every 2 Years	Sep-23	Academy Web Page
Academy	Safeguarding	Drugs Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Safeguarding	E-Safety Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Safeguarding	Prevent Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page

Policy Type	Policy Category	Policy Name	Owner/ Author	Approved By	Review Period	Next Review	Published to
Academy	Safeguarding	Safeguarding (includes FGM)	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Academy	Safeguarding	Sexual Violence and Sexual Harassment Policy	HT/HoS	Academy Council	Annual	Sep-22	Academy Web Page
Estates	Estates	HS-1-702 Use of Vehicles	GDir Estates	Trust SLT	Every 3 Years	Nov-23	Trust Website: Staff Link
Estates	Estates	HS-1-709 Asbestos policy.pdf	GDir Estates	Trust SLT	Every 3 Years	Apr-22	Trust Website: Staff Link
Estates	Estates	HS-1-306 Management of Contractors and Visitors Policy	GDir Estates	Trust SLT	Every 2 Years	Sep-23	Trust Website: Staff Link
Estates	Estates	Estates HS-1-702 Use of Vehicles	GDir Estates	Trust SLT	Every 3 Years	tbc	Trust Website: Staff Link
Estates	Estates	Estates HS-1-709 Asbestos policy.pdf	GDir Estates	Trust SLT	Every 3 Years	tbc	Trust Website: Staff Link
Finance	Finance	Fixed Assets	Finance Director	GCFO	Every 3 Years	Jul-22	Trust Website: Staff Link
Finance	Finance	Procurement Policy & Procedure	Finance Director	GCFO	Annual	Jul-22	Trust Website: Staff Link
Finance	Finance	Purchasing Card Policy	Finance Director	GCFO	Every 3 Years	Jul-22	Trust Website: Staff Link
Health & Safety	Health & Safety	HS-1-402 Offsite Activities and Visits (only applies to sites using Evolve supplied via the Group)	GDir H&S	H&S Committee	Every 3 Years	Jul-22	Trust Website: Staff Link
Health & Safety	Health & Safety	HS-1-404 Training (new policy in development)	GDir H&S	H&S Committee	Every 3 Years	Feb-22	Trust Website: Staff Link
Health & Safety	Health & Safety	HS-1-501 Fire Evacuation	GDir H&S	H&S Committee	Every 3 Years	Jul-22	Trust Website: Staff Link
Health & Safety	Health & Safety	HS-1-502 Lockdown, Evacuation and Bomb Threat	GDir H&S	H&S Committee	Every 3 Years	Jul-22	Trust Website: Staff Link

Policy Type	Policy Category	Policy Name	Owner/ Author	Approved By	Review Period	Next Review	Published to
Health & Safety	Health & Safety	HS-1-601 Accident Management	GDir H&S	H&S Committee	Every 3 Years	Nov-21	Trust Website: Staff Link
Health & Safety	Health&Safety	HS-1-701 Work Equipment (new policy in development)	GDirH&S	H&S Committee	Every 3 Years	TBC	Trust Website: Staff Link
Health & Safety	Health& Safety	HS-1-703 Display Screen Equipment	GDir H&S	H&S Committee	Every 3 Years	Jul-22	Trust Website: Staff Link
Health & Safety	Health& Safety	HS-1-704 Personal Protective Equipment (new policy in development)	GDir H&S	H&S Committee	Every 3 Years	TBC	Trust Website: Staff Link
Health & Safety	Health& Safety	HS-1-706 Manual Handling	GDir H&S	H&S Committee	Every 3 Years	Jul-22	Trust Website: Staff Link
Health & Safety	Health& Safety	HS-1-707 Lone Working	GDir H&S	H&S Committee	Every 3 Years	Jul-22	Trust Website: Staff Link
Health & Safety	Health& Safety	HS-1-801 Health Surveillance	GDir H&S	H&S Committee	Every 3 Years	Jul-22	Trust Website: Staff Link
Health & Safety	Health& Safety	HS-1-902 Weapons	GDir H&S	H&S Committee	Every 3 Years	Jul-22	Trust Website: Staff Link
HR	HR	Allegations against Staff	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Capability	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Disciplinary Policy	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Family Friendly Policy	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Flexible Working Policy	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Intellectual Property Policy	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link

Policy Type	Policy Category	Policy Name	Owner/ Author	Approved By	Review Period	Next Review	Published to
HR	HR	Leavers Policy	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Mental Health and Wellbeing	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Misuse of Drugs and Alcohol Policy	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Newly Qualified Teachers	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	No Smoking	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Performance Management Policy	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Probation Policy	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Sickness	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Staff Grievance Policy	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	HR-1-030 Step Away Policy	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
HR	HR	Vexatious Complaints Policy	GCPO	Group Executive	Every 2 Years	Sep-23	Trust Website: Staff Link
Trust	Finance	Expenses Policy	Finance Director	Group Executive	Every 3 Years	Jul-22	Trust Website: Staff Link
Trust	Finance	Financial Regulations (including Tendering, Gifts and Hospitality, Procurement)	CFO	Trust Board	Annual	Sep-22	Trust Website: Staff Link
Trust	Finance	Fraud Avoidance Policy	Finance Director	Audit Committee	Every 3 Years	Apr-22	Trust Website: Staff Link

Policy Type	Policy Category	Policy Name	Owner/ Author	Approved By	Review Period	Next Review	Published to
Trust	Finance	Reserves Policy	CFO	Trust Board	Annual	Sep-22	Trust Website: Staff Link
Trust	Finance	Treasury Management Policy	CFO	Trust Board	Annual	Sep-22	Trust Website: Staff Link
Trust	Governance	Trust Complaints Policy	GEXDI Gov	Trust Board	Every 2 Years	Sep-23	Trust Website: Policies Link
Trust	Governance	Trust Equality Policy and Objectives	GCPO	Trust Board	Every 3 Years	Sep-24	Trust Website: Policies Link
Trust	Governance	Freedom of Information	GDPO	Trust Board	Every 2 Years	Sep-23	Trust Website: Policies Link
Trust	Governance	Data Protection & GDPR Policy	GDPO	Trust Board	Every 2 Years	Sep-23	Trust Website: Policies Link
Trust	Governance	LSEAT SEN Policy Statement	DCEO	Trust Board	Every 2 Years	Sep-23	Trust Website: Policies Link
Trust	Governance	LSEAT Statement of Behaviour Principles for Trust Schools	DCEO	Trust Board	Annual	Sep-22	Trust Website: Policies Link
Trust	Governance	Trust Safeguarding Policy	GH Safegrd	Trust Board	Annual	Sep-22	Trust Website: Policies Link
Trust	Governance	Trust E-safety Policy	GH Safegrd	Trust Board	Annual	Sep-22	Trust Website: Policies Link
Trust	Governance	Trust Preventing Extremism and Radicalisation Policy	GH Safegrd	Trust Board	Annual	Sep-22	Trust Website: Policies Link
Trust	Governance	Trust Sexual Violence and Harassment Policy	GH Safegrd	Trust Board	Annual	Sep-22	Trust Website: Policies Link
Trust	Governance	Trust Whistleblowing Policy	GCPO	Trust Board	Every 3 Years	Sep-24	Trust Website: Policies Link
Trust	Health & Safety	HS-1-101 Statement of Intent	GDir H&S	Trust Board	Annual	Jul-22	Trust Website: Policies Link
Trust	Health& Safety	HS-1-202 Organisation	GDir H&S	Trust Board	Annual	Jul-22	Trust Website: Policies Link

Policy Type	Policy Category	Policy Name	Owner/ Author	Approved By	Review Period	Next Review	Published to
Trust	Health & Safety	HS-1-301 Summary of Arrangements	GDirH&S	Trust Board	Annual	Jul-22	Trust Website: Policies Link
Trust	Health & Safety	HS-1-401 Management of Risk	GDir H&S	Trust Board	Every 3 Years	Jul-22	Trust Website: Policies Link
Trust	HR	Executive Pay Policy	GCPO	Trust Board	Every 2 Years	Sep-23	Trust Website: Staff Link
Trust	HR	Pay Policy	GCPO	Trust Board	TBC	TBC	Trust Website: Staff Link
Trust	HR	Policy Statement on Pay	GCPO	Trust Board	TBC	TBC	Trust Website: Staff Link
Trust	HR	Staff Code of Conduct	GCPO	Trust Board	Annual	Sep-23	Trust Website: Staff Link

**Appendices A, B, C, D and E from
London South East Academies Trust Financial Regulations 20201/22**

Appendix A – Authority Limits

Delegated authorities are currently as follows:-

1. **Budget Variations**
    Major Capital Projects
    For major capital projects the Board will be required to approve any changes to the overall project budget. In urgent cases the Chairman of the Board and Chief Executive Officer, or Chief Financial Officer jointly have power to act on behalf of the Board. Such action will be reported to the Board at the earliest opportunity.
    In order to control the overall project spend, movements between individual budget lines to reflect changes to project costs may be authorised by the Chief Financial Officer.

    Annual Re-Modelling, Other Building Works and IT Projects
    For annual re-modelling, other minor building projects and IT projects, there may be a requirement to authorise extras, contract variations, or other necessary amendments to the approved projects. The Chief Financial Officer may authorise any resulting increase of up to £50k. In urgent cases requiring approval of the Board, the Chair of the Board and CEO, Deputy CEO - Academies, or Chief Financial Officer jointly have power to act on behalf of the Board. Such action will be reported to the Board at the earliest opportunity.

    Income & Expenditure
    Income and expenditure budget variations (virements) must not reduce the budget operating surplus. The Chief Financial Officer in consultation with the relevant Headteacher may approve virements between budget heads of up to 10% of the Academy's overall budgeted expenditure. Virements above 10% require Board approval.

2. **Authorisation of Contracts, Orders, and Leases**
    When applying the limits referred to below, the "value" for those orders/contracts, which relate to the continuous supply of goods or services over several years, will be the total value over the period of supply. The limits specified below do not relate to petty cash payments which must not exceed £20.
    The limits referred to below relate to operating leases only. If you are unsure whether the lease is an operating lease or a finance lease, the Chief Financial Officer or Director of Finance should be consulted. When applying the limits referred to below, the "equivalent purchase price" will be the total value of the lease/hire purchase payments over the period of the agreement (or until the first break clause for property leases).

Sponsored & Non-Sponsored Academies	
Value	**Authorisation**
Up to £5,000	Head of School Deputy Headteacher Other authorised signatory as approved by the CFO
Up to £15,000	Business Manager or equivalent, Management Accountant, Head of Finance, or nominee
Up to £30,000	Headteacher Group Director of IT Director of Education
Up to £50,000	Executive Headteacher, or equivalent Group Director of Estates
Up to £100,000	Group Director of Finance Deputy CEO - Academies (or equivalent)
Up to £750,000	Chief Executive Officer Chief Financial Officer
Over £750,000	Board *

* Following authorisation of the transaction or project by the Board, signing contracts and orders is delegated to the CEO, Deputy CEO - Academies (or equivalent), Chief Financial Officer, or Group Director of Estates

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3. Disposal of Assets

Value of Disposal / NBV	**Authorisation**
Up to £1,000	Head of Finance, or Head of Management Accounts or nominee
Up to £2,000	Head of School Deputy Headteacher Business Manager, or equivalent
Up to £25,000	Group Director of Finance Group Director of Estates Deputy CEO - Academies (or equivalent)
Up to £50,000	Chief Financial Officer
Up to £100,000	Chief Executive Officer
Over £100,000	Board *

Authority shall not be required for disposal of each computer which is replaced as part of the annual renewal programme.

* Following authorisation of the transaction or project by the Board, signing contracts and orders is delegated to the Chief Executive Officer, Deputy CEO - Academies (or equivalent), Chief Financial Officer, or relevant Executive Headteacher.

4. **Contracts for the Supply of Goods or Services by the Academy/Trust**

Contract Value per annum	Authorisation
Up to £5,000	Head of School Deputy Headteacher
Up to £15,000	Business Manager or equivalent, Management Accountant, Head of Finance, or nominee
Up to £50,000	Executive Headteacher, or equivalent Group Director of Finance
Over £50,000	Chief Executive Officer Chief Financial Officer Deputy CEO - Academies (or equivalent)

* Following authorisation of the transaction or project by the Chief Executive Officer or Chief Finance Officer, signing contracts and orders is delegated to the Deputy CEO - Academies (or equivalent), or the relevant Executive Headteacher. This authorisation matrix does not apply to the standard commissioned services provided by each Academy to the ESFA or Local Authority.

Appendix B

Authorised Cheque Signatories and Authorisation of Electronic Payments

Arrangements for bank payments will be as follows:
(i)   Bank Signatories

All bank payments must be authorised by two bank signatories.
The posts permitted to be on the bank mandate for the purpose of authorising
cheque payments are as follows:-
   a)   Chief Executive Officer
   b)   Deputy Chief Executive Officer(s)
   b)   Chief Financial Officer
   c)   Group Director of Finance
   d)   Head of Finance
   e)   Management Accountant, or nominee
   f)   Executive Headteacher or equivalent
   g)   Payroll Manager or equivalent
   h)   Business Manager or equivalent

(ii)   Electronic Payments (BACS)

The proposed payment run is prepared by a member of the finance service team and
reviewed by the Head of Finance Shared Services Processing, or Management
Accountant, or nominee. The review includes checking proposed payments above £5k to
invoices. The proposed payment run is then passed to a Member, the Group Director of
Finance, or Head of Finance, or Management Accountant, or nominee, for final checking
and authorisation as appropriate.

(iii)   Electronic Payments (CHAPS/Faster Payments)

These are urgent payments which are processed outside of the normal creditor
payment run. Every effort should be made to ensure that the volume of such
payments are kept to a minimum. All such payments must be authorised two
bank signatories identified in above.

(iv)   Electronic Payroll Payments

These include Net Pay, PAYE, National Insurance and Pension contributions. All such
payments must be authorised by the Payroll Service Manager (or nominee in their
absence) and the Chief Financial Officer, Deputy CEO - Academies, Group Director of
Finance, Head of the Finance or Management Accountant or nominee.

Arrangements for the use of electronic banking systems including the allocation of Smart
Cards will be determined by the Group Director of Finance.

Appendix C – Tendering Procedures

Tendering Procedures

1.   Invitations to tender must be accompanied by comprehensive and clearly written specifications, which shall include:

  1.1   the nature and purposes and, where applicable, the duration of the contract;

  1.2   quality and best economic value requirements;

  1.3   the specification and quantities of the goods or services to be supplied (except in the case of "design and build" contracts where only an outline specification need be supplied);

  1.4   the time(s) or range of time(s), as appropriate, and place(s) at which the goods or services are to be supplied;

2.   A tender may not be considered unless it is submitted in accordance with the instructions.

3.   It is the responsibility of the relevant head of department/director to make arrangements for every tender received to be retained.

4.   The prices quoted in the tender should be recorded on the Value for Money Form.

5.   No tender received after the time and date by which it is to be received or which contravenes any provision of this Schedule shall be considered.

6.   Where, in their view, circumstances so warrant, the Group CFO in may postpone for such period as they may consider reasonable the time and date by which the tenders concerned shall be received.

Acceptance of Tender

7.   Having followed the procedures required by the financial regulations, as outlined above, departments are then required to evaluate the tenders and recommend to the Group CFO to:

  (a)   accept the lowest tender; or

  (b)   accept a tender other than the lowest (this may only be justified by reference to the 'comprehensive and clearly written specifications' referred to in paragraph 1); or

  (c)   refuse to accept any tender.

Appendix D – Approval Authority for the Control of Debts

Debts may be written off in accordance with the limits specified below. The limits below apply to all Academies and refer to individual debtor accounts rather than batch totals.

Transaction Value Written Off	Authorisation
Up to £5,000	Executive Headteacher Deputy CEO - Academies Group Director of Finance Deputy CEO - Academies
Up to £15,000	Chief Executive Officer or Chief Financial Officer
Up to £20,000	Board
Over £20,000	Secretary of State (through the ESFA)

The limits referred to above are subject to the following cumulative values in any one financial year.

Debtor Value Written Off	Authorisation
Up to £10,000	Executive Headteacher Deputy CEO Group Director of Finance
Up to £30,000	Chief Executive Officer or Chief Financial Officer
Up to £50,000	Board
Over £50,000	Secretary of State (through the ESFA)

Appendix E – Fixed Asset Capitalisation and Depreciation

The Trust thresholds for the capitalisation of expenditure are stated below.

Asset Type	Capitalisation Threshold
Building Works * (new build or improvements)	£10,000
Computer Equipment **	£5,000
Other Equipment	£5,000
Furniture, Fixtures and Fittings	£5,000

* The summer building works programme may consist of a number of projects below this threshold, but Trust policy is to capitalise in accordance with the total value of the summer building works. Such works may include other items of expenditure such as furniture or equipment which may be capitalised as part of the project even though the individual unit prices may be lower than £5,000.

** Computer equipment purchased for less than £5,000 may be capitalised where it is purchased as part of the annual computer refresh. In such cases the total value of the refresh will be capitalised although the individual unit price may be lower than £5,000.

The Trust fixed asset depreciation policy is stated below.

Asset Type	Depreciation Policy
Building Works * (new build)	Between 30 and 50 Years
Building Works * (improvements)	15 Years
Computer Equipment	3 Years
Smartboards	10 years
Office Equipment	3 Years
Furniture, Fixtures and Fittings	10 Years