



SCHEME OF DELEGATION

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DELTA ACADEMIES TRUST

SCHEME OF DELEGATION

1. PRINCIPLES

- 1.1 Delta Academies Trust (Delta) is a company limited by guarantee, an exempt charity and a public body.
- 1.2 The Delta Board of Directors is mindful that it has an overriding responsibility to ensure that all statutory obligations to our pupils, students, parents, the Department for Education and the Education and Skills Funding Agency are met.
- 1.3 Delta Board's intention is to provide a framework via the Scheme of Delegation within which Core Team staff, Academy Advisory Bodies and Academy Principals/Heads of Academy can make decisions to meet the needs of pupils, students and where appropriate, the wider community.

2. VISION STATEMENT

- 2.1 Our vision is 'Changing Lives.' Our mission statement is to improve educational outcomes for communities in the North of England, creating a sustainable organisation that improves our society and the wider environment.

2.2 What is our purpose?

- 2.2.1 To raise standards for all pupils and students by sustaining and enhancing performance and to develop the whole child.
- 2.2.2 To fulfil our moral purpose by engaging and collaborating with other schools to help improve the life-chances of all young people both locally, regionally and nationally.

2.3 Core Values

We will:

- Place children and students at the heart of everything we do
- Place collaboration before competition, working with others for the betterment of all
- Develop and support professionals in our own and other academies and schools to establish practice that improves lives
- Ensure that all children make good progress irrespective of their starting point and those young people facing disadvantage are lifted from educational poverty
- Never do anything to the detriment of learners, staff, or other stakeholders, in a neighbouring community
- Adhere to the 'Seven Principles of Public Life'
- Promote environmental awareness and protection locally, nationally and globally.

3. DELTA MEMBERS

- 3.1 The Trust, as a charitable company limited by guarantee, has Members, who have a similar role to the shareholders of a company limited by shares. They:

- are the subscribers to the trust’s memorandum of association (where they are founding members)
- may amend the articles of association subject to any restrictions in the articles, the funding agreement or charity law
- may, in certain circumstances, appoint new members or remove existing members
- have powers to appoint and remove trustees in certain circumstances
- may, by special resolution, issue direction to the trustees to take a specific action
- appoint the trust’s auditors and receive the trust’s audited annual accounts (subject to the Companies Act)
- have power to change the name of the company and, ultimately, wind up the academy trust.

3.2 The Academies Financial Handbook recommends that a majority of members should be independent of the Board of Directors, to ensure a significant degree of separation between the individuals who are members and those who are Directors. Distinction between the two layers ensures that Members, independent of Directors, provide oversight and challenge.

3.3 Delta Members currently are:

- Steve Hodsman (Chair)
- Lesley Bailey
- Sean Cavan
- Denis Hird

3.4 The Members **must** authorise:

3.4.1 amendments to Delta's Articles of Association;

3.4.2 documents containing any unusual or onerous provisions where it may be appropriate for the Board to discuss them first; and

3.4.3 any project or matter in which the Chief Executive Officer may reasonably be considered to have a conflict of interest.

4. **DELTA BOARD OF DIRECTORS**

4.1 The Delta Board of Directors is the legal governing body of the MAT.

4.2 The Board of Directors (BoD) sets out Delta group strategy and operational policy in key areas, which are then applied within and across all Delta academies through the organisational framework and schemes of delegation to local governance arrangements.

4.3 The individuals on the Board of Directors are both charity trustees and company directors. In this document they are referred to as Directors.

- 4.4 The Board must appoint, in writing, a senior executive leader who may be appointed as a Trustee/Director. The Chief Executive of the Trust is Paul Tarn and he has been appointed as a member of the Trust Board of Directors.
- 4.5 Board members act collectively: with the exception of the CEO they do not have individual executive authority. Each Academy and School in the group is ultimately governed by the Trust.
- 4.6 The Chair is responsible for ensuring the effective functioning of the board and setting professional standards of governance.
- 4.7 Non- Executive Directors hold statutory duties as a company director to exercise care, skill and diligence and avoid conflicts of interest. They are also required to act within their powers, promote the success of the company, exercise independent judgement, not to accept benefits from third parties and to declare interests in proposed transactions or arrangements.
- 4.8 The current members of the Delta Board of Directors are:
- Steve Hodsman (Chair)
 - David Haigh (Vice Chair)
 - Lesley Bailey
 - Sean Cavan
 - David White
 - Emanuela Sani
 - Chris Lomas
 - Paul Tarn (Chief Executive Officer).
- 4.9 The Board of Delta is required to meet at least three times a year by its Articles of Association (para 103). In line with the recommendation in the Academies Financial Handbook, the Delta Board of Directors has decided to hold meetings six times a year.
- 4.10 Members of the Executive Team are invited to attend Board meetings at the request of the Directors.
- 4.11 The Company Secretary to Delta is Emma Mayor.
- 4.12 Under the Articles of Association (Articles 93-131), Directors have the following powers and 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 Chief Executive and any other Executive Officer
- Any bank account shall be operated by the Directors in the name of the company and cheques shall be signed 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 Chief Executive or any other Executive Officer, such of their powers or functions as they consider desirable. Delegation may be subject to conditions and may be revoked or altered. Any exercise of this power is to be reported to the next Directors' meeting.
- To appoint the Chief Executive and Principals of the Academies. Directors may delegate such powers and functions as required by the Chief Executive 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.

4.13 Sub-committees of the Board

- 4.13.1 The Trust must establish a committee, appointed by the board of Directors to provide assurance to the board over the suitability of, and compliance with, its financial systems and operational controls, and to ensure that risks are being adequately identified and managed.
- 4.13.2 The Board must ensure there is an appropriate, reasonable and timely response by the trust to any findings by auditors, taking opportunities to strengthen the trust's systems of financial management and control.
- 4.13.3 The Delta Board of Directors 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 Board as it considers appropriate:
- **Audit and Risk Committee**
 - **Finance and Capital Committee**
- 4.13.4 In addition, the Board has a Remuneration Committee, made up of Non-Executive Directors. This sub committee meets annually in the autumn term.
- 4.13.5 Terms of Reference for all Board Sub committees are reviewed on at least an annual basis and are published in the Delta Governance Handbook.
- 4.13.6 Two Board members, David White and Steve Hodsman, are Designated Safeguarding Members.

4.14 Academy Advisory Bodies (AABs)

4.14.1 Each individual Academy within the group has an Academy Advisory Body (AAB), which is also a scrutiny sub-committee of the main Delta Board. The Academy Advisory Body (AAB) plays a key role in the life of each Academy and is responsible for scrutinising the work of the Academy Senior Leadership Team.

4.14.2 The areas of scrutiny delegated by the Board are:

- Standards
- Behaviour and attendance
- Safeguarding
- Special Education Needs and Disability (SEND) /Looked After Children (LAC) /Pupil Premium (PP)
- Health and safety, premises
- Finance, compliance and Value for Money (VfM)
- Community engagement.

4.14.3 The Board has set the following parameters for the composition and membership of Academy Advisory Bodies:

- Members must be appointed by Delta;
- There should provision for at least one parent member to be appointed;
- The Academy Principal/ Head of Academy is a member;
- The relevant Executive Leadership Team (ELT) Education Lead/Executive Principal is a member; and
- Academies can choose to put forward staff from within the Academy for appointment as members of the local body but the total number of internal staff members must not exceed one-third of the total membership. Staff will be appointed as Delta AAB member.

4.14.4 An Academy Advisory Body should consist of at least five members. Some of our Academies will have additional requirements in terms of diocesan or foundation representation. Delta Governance will work with these academies to adapt the proposed model to their specific circumstances.

4.14.5 AABs may appoint Associate Members to both the full AAB and any committees that it sets up for periods of office that they see fit. These members will not have voting rights.

4.14.6 In addition, the Executive Leadership Team (ELT) members, or Core Team staff representing ELT members, other than those appointed as Academy Advisory Body Members, may attend AAB meetings.

Composition of an Academy Advisory Body

Type of Member	Number	Term of Office	Appointment Process
ELT Education Lead/ Executive Principal	1	Ex officio	N/A – by appointment
Principal/ Head of Academy	1	Ex officio	N/A – by appointment as Principal/ Head of Academy
Delta AAB member (including Chair and Vice Chair)	At least 2	2-4 years	Approval by ELT, following completion of eligibility and nomination checks in accordance with the Delta Governance Handbook. In the unlikely event that an AAB member fails to uphold the Trust Code of Conduct, ELT may meet to suspend an AAB member. Any actions taken under this delegation will be reported to the next meeting of the Board of Directors, with a recommendation for action. The Board of Directors will confirm or overturn any suspension and approve, amend or reject the recommended actions.
Parent AAB Members	At least 1	2 years	Provision must be made for the appointment of at least one parent member. Appointment following structured interview by Academy Principal/Head of Academy and Chair and completion of Delta nomination and eligibility forms. Approval by ELT

4.14.7 Further information to support the operation of governance arrangements by the Board and its sub committees is available in the Trust's Governance Handbook.

5. EDUCATIONAL SCRUTINY

5.1 The Board of Directors is ultimately responsible for educational outcomes across Trust academies. In order to discharge this responsibility effectively across its academies, the Board has made the following delegations:

- High level scrutiny of predictions and outcomes for each Academy takes place in Academy Network Meetings attended by the Chief Executive Officer, ELT Education Leads and Executive Principals.
- Day to day scrutiny of performance, including performance management reviews of ELT Education Leads, Executive Principals and Senior Learning and Subject Directors, is delegated to the Chief Executive Officer.
- Day to day scrutiny of performance, including performance management reviews, of

Academy Principals, Heads of Academy and Learning and Subject Directors, is delegated to the Chief Executive Officer, ELT Education Leads and Executive Principals.

- Within individual academies, Academy Advisory Bodies are responsible for the scrutiny of standards, safeguarding, behaviour, attendance, and the impact of arrangements to support SEND/LAC/Disadvantaged pupils/ students.

5.2 ELT Education Lead/Executive Principal membership of Academy AABs provides the structure for the interaction between the professional and governance scrutiny elements the Board has put in place.

6. FINANCIAL SCRUTINY

Accounting Officer

6.1 The Board must appoint, in writing, a named individual as its accounting officer. This should be the senior executive leader.

6.2 The Chief Executive Officer and Accounting Officer for Delta Academies Trust is Paul Tarn.

6.3 The role of Accounting Officer includes specific responsibilities for financial matters. It includes a personal responsibility to Parliament, and to ESFA's accounting officer, for the financial resources under the trust's control. Accounting officers must be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly regularity, propriety and value for money. Accounting officers must also adhere to the 'seven principles of public life'.

6.4 The Accounting Officer must have appropriate oversight of financial transactions, by:

- ensuring that the academy trust's property and assets are under the control of the trustees, and measures exist to prevent losses or misuse
- ensuring that bank accounts, financial systems and financial records are operated by more than one person
- keeping full and accurate accounting records to support their annual accounts

6.5 The Accounting Officer must take personal responsibility (which must not be delegated) for assuring the board that there is compliance with the funding agreement and handbook. The Accounting Officer must advise the board in writing if any action it is considering is incompatible with the articles, funding agreement or handbook. Similarly, the accounting officer must advise the board in writing if the board fails to act where required by the funding agreement or handbook.

6.6 The trust **must** have a chief financial officer (CFO), appointed by the trust's board to whom responsibility for the trust's detailed financial procedures is delegated.

6.7 The Chief Financial Officer must ensure appropriate financial arrangements operate day to day. At Delta, this is the responsibility of the Director of Finance, Karen Bromage.

7. BUDGET SETTING

7.1 The Board must approve a balanced budget, and any significant changes to that budget, for the financial year to 31 August, which can draw on unspent funds brought forward from previous years. The Board must minute its approval.

- 7.2 The Trust must submit to ESFA, in a form specified by ESFA:
- a budget forecast return outturn by 21 May
 - a 3-year budget forecast return by 30 July.
- 7.3 These must be approved by the Board before submission.
- 7.4 The Board must ensure that budget forecasts, for the current year and beyond, are compiled accurately, based on realistic assumptions including any provision being made to sustain capital assets, and are reflective of lessons learned from previous years.
- 7.5 The Trust must prepare management accounts every month setting out its financial performance and position, comprising budget variance reports and cash flow forecasts with sufficient information to manage cash, debtors and creditors.
- 7.6 Management accounts must also be shared with the chair of the Board of Directors every month irrespective of the size of the trust, and with the other trustees six times a year. The board must consider these when it meets. The board must ensure appropriate action is being taken to maintain financial viability including addressing variances between the budget and actual income and expenditure.
- 7.7 In order to meet these national requirements, Academies must prepare their projected outturns by the end of April each year, to allow group review and submission by mid-May.
- 7.8 All final Academy and Group budgets must be submitted to the Board for ratification by mid-July each year.
- 7.9 Budgets are set by the Principal/ Head of Academy and Executive Principal / ELT Education Lead, in consultation with the AAB Chair. They are then submitted to the Director of Finance and Chief Executive Officer (Accounting Officer) for approval, before presentation to ELT and the Board of Directors for ratification before submission to the ESFA.
- 7.10 All Principals/Heads of Academy in conjunction with their ELT Education Lead /Executive Principals, will submit their Academy Improvement Plan, Summary SEF and Curriculum Led Financial Plan to the Chief Executive Officer by October half term each year. The monitoring of implementation will be reported to the relevant Academy Network Meeting and AAB.
- 7.11 Principals/Heads of Academy will work within specific parameters as follows:
- Contact Ratio at 0.79 (0.81 for primary)
 - Curriculum Bonus < 8% (n/a for primary)
- 7.12 As part of a group of schools, we aim to have the greatest amount of impact with efficacy. Each Academy contributes a set percentage of grant income, towards the provision of a range of support functions and services, which are available to all academies. The percentage charge and the level and scope of services to be provided are determined by the Delta Board of Directors and are subject to periodic review.
- 7.13 Based on risk and or need, the long-term or significant additional deployment of Learning/Subject Directors or Leadership support, will result in additional charges to the Academy/School. The ultimate responsibility for the deployment of Learning/ Subject Directors resides with the Chief Executive Officer. Principals/Heads of Academy should discuss their requirements with their ELT

Education Lead and or Executive Principal.

- 7.14 Further information on the day-to-day operation of financial arrangements by the Trust and in academies is available in the Trust's Financial Regulations Handbook.

7.0 DELEGATED AUTHORITIES

Delegated Duty	Delegated Authority	Comment
Admissions	<p>Academy for annual review of policy and administration of admissions. Where no policy changes are proposed, consultation on the policy must take place at least once every seven years.</p> <p>Board of Directors for any changes to an Academy admissions policy.</p>	<p>All Delta Academies, excluding Alternative Provision academies, will participate where possible in the relevant Local Authority admission procedures for primary academies and for 11 – 16 in secondary academies. For post 16 students, an Academy may determine arrangements, taking into account Local Authority admission policies.</p> <p>Any proposals to change admissions arrangements agreed on conversion must be submitted to the Delta Board of Directors for approval and then must be submitted to the Local Authority for consultation.</p> <p>Admissions Appeals are the responsibility of the Trust; we will use Local Authority arrangements, where possible.</p>
Appoint auditors	Delta – Members	<p>Academy trusts must appoint an auditor to certify whether their annual accounts present a true and fair view of the trust’s financial performance and position.</p> <p>The audit contract must be in writing</p>
Capital Programme (School Capital Allocation)	Delta	<p>Strategic priorities at Trust level will form part of recommendations from the Chief Executive Officer to the Board of Directors.</p> <p>The Finance and Capital Committee of the Board of Directors will monitor delivery against these strategic priorities.</p> <p>Projects within the SCA will be approved by Executive Leadership Team.</p> <p>Under exceptional circumstances, operational requirements may require executive action – all such action will be reported to the Board at the earliest opportunity</p>
Capital works	Delta / Academy	Any capital or capitalised revenue projects will be approved in accordance with the Finance and Assets scheme of delegation:

Delegated Duty	Delegated Authority	Comment
		<ul style="list-style-type: none"> • Up to £1,000- Budget Holder/Finance Officer. Selection from preferred supplier list unless agreed otherwise with DoF • £1,001 to £5,000 – As above plus Principal/Head of Academy. Minimum of three quotes • £5,001 to £10,000 - As above plus Delta Core Finance. Minimum of three quotes • £10,001 to £49,999 - As above plus Delta Director of Finance • £49,999 - £100,000 – As, above plus Chief Executive Officer Formal tendering process, including advertising in OJEU (if over the OJEU threshold) • Over £100,000 to £499,999– CEO and ELT • Over £500,000 as above plus Board of Directors.
Capital Programme Contract Variations	If within agreed programme budget/contingency – Academy Delta – if exceeding agreed programme budget/contingency	It is suggested that a 15% contingency is built into all programmes to allow for some local contract variation during the programme
Changes to activities (year groups, trading activities)	ELT for initial scrutiny, Board for final approval of change	Board retains ultimate sign-off to ensure that any proposals are within the objects, powers and terms of funding provided to the Trust’s academies.
Complaints	Principal/ Head of Academy/ AAB panel	Trust policy to be followed. If required, formal hearing by panel of AAB members, not previously involved in the review of the complaint.
Direct pupils off-site to help improve their behaviour	Principal / Head of Academy, following consultation with ELT Education Lead / Executive Principal.	
Educational scrutiny	ELT Education Lead / Executive Principal.	See section 5 above

Delegated Duty	Delegated Authority	Comment
	AAB	
Health and Safety	Delta Academy Principal/ Head of Academy	It is the responsibility of Delta to ensure that a general policy on the management of health and safety is in place, that this policy is communicated to all employees and that appropriate systems and procedures are in place to secure effective implementation of that policy. The operational compliance of this function is delegated on a day-to-day basis to the Principals and Heads of Academy of Delta academies. Overall compliance with this requirement is monitored by the Audit and Risk Committee on behalf of the Board of Directors
Get information about schools system (DfE)	DoF/CCO for Board-related information Principal/ Head of Academy for Academy-related information	The DfE must be notified of the appointment or vacating of the positions of: <ul style="list-style-type: none"> • Accounting Officer and Chief Financial Officer • Chair of Trustees and Chairs of local AAB • Member, Trustee and local AAB member within 14 days of that change. Notification must be through the governance section of DfE's Get information about schools register, accessed via Secure Access. All fields specified in Get information about schools for the individuals must be completed. Principal /Heads of Academy must ensure they have access to Get information system for their Academy/ School.
Income Generation	Principal/ Head of Academy	Any income generated belongs to each individual Academy for them to invest in the future learning of the pupils/ students. Raising invoices to collect income will be approved in accordance with the Finance and Assets scheme of delegation

Delegated Duty	Delegated Authority	Comment
		<ul style="list-style-type: none"> • Up to £5,000 - Finance Officer within Academy • £5,001 to £10,000 - As above plus Principal/Head of Academy • £10,001 to £100,000 - As above plus Delta Director of Finance. • Over £100,000 - As above plus ELT
Insurance/ Risk Pooling arrangements	Delta – Director of Finance	Delta will ensure that all Academies receive value for money for their insurance
Investments	Delta – Board of Directors	Delta invests any surplus monies in accordance with the Treasury Management and Reserves policies approved annually by the Board of Directors
Permanent Exclusions	<p>Principal/ Head of Academy and AAB</p> <p>ELT Education Lead must be informed of all proposed permanent exclusions.</p> <p>Independent Review Panels are the responsibility of the Trust. Local Authority arrangements, will be used, where possible.</p> <p>The ELT Education Lead must be informed of all requests for an Independent Review Panel</p>	<p>All Academies must follow the DfE statutory guidance DfE Exclusion guidance.</p> <p>Formal hearing by panel of AAB members, not previously involved in the matter must consider the reinstatement of an excluded pupil within 15 school days of receiving notice of the exclusion if:</p> <ul style="list-style-type: none"> • the exclusion is permanent; • it is a fixed-period exclusion which would bring the pupil's total number of school days of exclusion to more than 15 in a term; or • it would result in a pupil missing a public examination or national curriculum test. <p>If applied for by parents within the legal time frame, the Academy Trust must, arrange for an independent review panel hearing to review the decision not to reinstate a permanently excluded pupil.</p>
Private Finance Initiative (PFI)	Delta – Board of Directors	<p>Any changes or new PFI contracts require approval by the Board of Directors.</p> <p>Where capital projects are approved within PFI buildings, Delta</p>

Delegated Duty	Delegated Authority	Comment
		procurement requirements must be followed
Register of interests	DoF/CCO for Board-related information Principal/Head of Academy for Academy-related information	<p>The register of interests must capture relevant business and pecuniary interests, including:</p> <ul style="list-style-type: none"> • directorships, partnerships and employments with businesses • trusteeships and governorships at other educational institutions and charities • for each interest: the name of the business; the nature of the business; the nature of the interest; and the date the interest began <p>A trust template is provided for Academies to record this information.</p> <p>This information must be published on the relevant website</p>
Related party transactions	Delta	<p>Trusts must report all transactions with related parties to ESFA in advance of the transaction taking place. This requirement applies to transactions made on or after 1 April 2019.</p> <p>Trusts must obtain ESFA’s approval for transactions with related parties that are novel, contentious and/or repercussive.</p> <p>Please note that Delta’s policy on Connected party trading includes a presumption that trading with connected parties will not take place.</p> <p>For further detail, please consult Annexe N of the Delta Academies Trust Governance Handbook.</p> <p>Please contact the Director of Finance or Chief Compliance Officer for guidance in advance of any activities that may fall under this definition.</p>

Delegated Duty	Delegated Authority	Comment
Reporting of Fraud /suspected frauds to ESFA	Delta – Director of Finance	Principals / Heads of Academy must report all frauds or suspected frauds to Core Finance, in line with the Trust Anti-Fraud Policy. We must report centrally any amounts over £5,000 to the ESFA.
Service Level Agreements / Contracts	Delta – Framework contracts	<p>Academies should use Delta Framework contracts where these are in place, unless better value can be demonstrated, in advance of any procurement activity.</p> <p>Procurement for all contracts must follow the Delta procurement requirements and the approval levels laid down in the Finance and Assets scheme of delegation:</p> <ul style="list-style-type: none"> • Up to £1,000- Budget Holder/Finance Officer. Selection from preferred supplier list unless agreed otherwise with DoF. • £1,001 to £5,000 – As above plus Principal/Head of Academy. Minimum of three quotes • £5,001 to £10,000 - As above plus Delta Core Finance. Minimum of three quotes. • £10,001 to £49,999 - As above plus Delta Director of Finance • £49,999 - £100,000 – As, above plus Chief Executive Officer Formal tendering process, including advertising in OJEU (if over the OJEU threshold) • Over £100,000 to £499,999– CEO and ELT • Over £500,000 as above plus Board of Directors. <p>Note: if a contract is for a number of years the full cost of the contract must be considered</p>
Safeguarding	Delta	It is the responsibility of Delta to ensure that policies on the safer recruitment of staff, on dealing with allegations against staff, supporting pupils with medical conditions and a staff code of

Delegated Duty	Delegated Authority	Comment
	Academy Principal/ Head of Academy AAB and Academy Designated Safeguarding Lead (DSL)	<p>conduct for working with children are in place, that these policies are communicated to all employees and that appropriate systems and procedures are in place to secure effective implementation of these policies.</p> <p>In the event of safeguarding or child protection concerns relating to the conduct of Delta employees, the Chief Executive Officer and Chief Compliance Officer must be informed and are empowered to take immediate action. All action taken under this power shall be reported immediately to the Nominated Safeguarding Board members and is subject to review by the next meeting of the Board of Directors.</p> <p>All Academies must ensure that their safeguarding and child protection policies comply with the relevant LCSB requirements and review these policies on at least an annual basis or when relevant statutory guidance is updated.</p>
School security /Site exclusion	Principal / Head of Academy following consultation with ELT Education Lead / Executive Principal. Decision subject to review by AAB	Principal/ Head of Academy can issue ban from site. Decision subject to review after maximum of 13 weeks by independent panel made up of AAB members.
Whistleblowing	Delta	<p>It is the responsibility of the Trust to have appropriate procedures in place for whistleblowing, making sure all staff are aware of the process and how concerns will be managed.</p> <p>The trust must ensure that all concerns raised with them by whistleblowers are responded to properly and fairly.</p>

8. FINANCIAL LEVELS OF AUTHORITY

Delegated Duty	Value	Delegated Authority	Method
Ordering goods and services (raising requisitions)	Up to £1,000	Budget Holder/ Finance Officer	Selection from current supplier list unless agreed otherwise with DoF
	£1,001 to £5,000	As above plus Principal/Head of Academy	Minimum of three quotes
	£5,001 to £10,000	As above plus Core Finance	Minimum of three quotes
	£10,001 - £49,999	As above plus Director of Finance	Minimum of three quotes
	£50,000 to £99,999	As above plus Chief Executive Officer	Formal tendering process, including advertising in OJEU (if over the OJEU threshold)
	£100,000 - £499,999	As above plus ELT	
	Over £500,000	As above plus Board of Directors	
			Note: if a contract is for a number of years the full cost of the contract must be considered.
Operating leases or contracts over 1 year	Any	All contracts and leases must be approved in line with the above and signed centrally by the CEO or Director of Finance.	
Finance leases	Any	All finance leases must be referred to Core Finance as ESFA approval is required.	
Signatories for cheques, BACS payment authorisations and other bank transfers	Any	Two signatories from: Director of Finance Principal/Head of Academy Vice Principal Over £50,000 Three signatures required of which one must be the Director of Finance	
Signatories for ESFA grant claims and ESFA returns	Any	Two signatories CEO and Director of Finance (or as required by ESFA)	
Virement of budget provision between budget headings	Up to £10,000	Academy Finance Officer in conjunction with Principal/Head of Academy and Core Finance Manager, with reporting to the Finance and Resources Committee and Director of Finance	
	Over £10,000	Principal/Head of Academy, ELT Education Lead /Executive Principal plus Director of Finance	
Changes to Budget from previous year	Any	Principal/Head of Academy, ELT Education Lead/Executive Principal plus Director of Finance and CEO	

Delegated Duty	Value	Delegated Authority	Method
carry forward / in year surplus			
Purchase or sale of any freehold property	Any	ESFA approval required (All discussions with ESFA will be carried out by CIT) Please notify the Director of Finance in the first instance.	
Disposal of assets	Up to £5,000	Principal/Head of Academy	
	Above £5,000	As above plus Director of Finance	
Write off of bad debts	Any	Director of Finance	
Granting or take-up of any leasehold or tenancy agreement exceeding three years (Refer above for operating leases over 1 year)	Any	ESFA approval required (All discussions held with ESFA will be carried out by CIT) Please notify the Director of Finance in the first instance.	
Raising invoices to collect income	Up to £5000	Finance Officer within Academy	
	£5,001 to £10,000	As above plus Principal/Head of Academy	
	£10,001 to £100,000	As above plus Director of Finance	
	Over £100,000	As above plus Director of Finance and ELT	

Reporting of Fraud

Please ensure any suspected Frauds are notified to Core in line with the Fraud Policy. We must report centrally any amounts over £5,000 to the ESFA.

Novel, Contentious or Repercussive transactions

Novel payments or other transactions are those of which the academy trust has no experience, or are outside the range of normal business activity of the trust. Contentious transactions are those, which might give rise to criticism of the trust by Parliament, and/or the public, and/or the media. Repercussive transactions are those, which are likely to cause pressure on other trusts to take a similar approach and hence have wider financial implications.

Delta does not authorise any activity that would fall into this category of transaction.

9. HR LEVELS OF AUTHORITY

Appointments	
All appointment panels must contain at least one member who has undertaken Safer Recruitment Training. Please see the Delta Safer Recruitment policy for further details.	
Non- Executive Directors	Members (minimum of 3 members with non-voting co-optees to include CEO)
Chief Executive / Director of Finance	Trust Board (minimum of 3 members, with non-voting co-optees as required)
Executive Leadership Team Member (ELT Education Lead, Chief Compliance Officer)	Board Member, Chief Executive and one other as determined by the Chief Executive Officer
Executive Principal	Board Member, Chief Executive and 1 one other as determined by the Chief Executive Officer
Principal, Head of Academy	A panel of three from Board Member, Chief Executive, ELT Education Lead/Executive Principal and Chair/Vice Chair of Academy Advisory Body.
Directors of Learning / Curriculum Subjects	Chief Executive, ELT Education Lead /Executive Principal and 1 one other as determined by the Chief Executive Officer
Directors of Central Functions e.g. Facilities, ICT, HR	Chief Executive Officer, ELT member and 1 other as determined by the Chief Executive Officer
Vice Principals	Chief Executive Officer, ELT Education Lead / Executive Principal and Principal/Head of Academy. The Chair / Vice Chair of the AAB may also be part of the panel, if they have completed safer recruitment training
Assistant Principals and SLT Support Staff	Principal/Head of Academy, Vice Principal and 1 other as determined by the Principal/Head of Academy. This may be the Chair / Vice Chair of the AAB if they have completed safer recruitment training. For Academy Finance posts, a member of the Core Finance Team must be on the panel.
Associate Assistant Principals	Principal/ Head of Academy, Vice Principal and 1 other as determined by the Principal/Head of Academy. This may be the Chair / Vice Chair of the AAB if they have completed safer recruitment training
Head of Department / Faculty	Principal/ Head of Academy, appropriate Director of Subject (if applicable) and 1 other as determined by the Principal/Head of Academy. For Core Subjects, this may be the Chair / Vice Chair of the AAB if they have completed safer recruitment training
TLR Posts	Principal/Head of Academy (or nominated representative), Director of Subject (if applicable) and Head of Department (HoD)
All other Teaching posts	Principal/Head of Academy (or nominated representative), Director of Subject (if applicable) and HoD
All Support Staff posts (other than SLT posts)	Academy - Finance Manager or equivalent and 1 other determined by Principal/Head of Academy Core - ELT member and 1 other as determined by ELT (Core posts below Director)

Disciplinary Cases and Dismissals

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

Posts	Delegated Authority	Appeal
Non -Executive Directors	Chair	2 Members (not including the Chair)
Chief Executive/ Director of Finance	Board Member	2 Board Members including one of Chair or Vice Chair
Member of the Executive Leadership Team	Chief Executive Officer	2 Board Members
Executive Principal	ELT Education Lead	Chief Executive Officer and an ELT member
Principal, Head of Academy	ELT Education Lead/ Executive Principal	Chief Executive Officer and an ELT member
Group Directors (Curriculum or of Central functions)	ELT Education Lead / Executive Principal	Chief Executive Officer and an ELT member
Vice Principal and SLT Members	ELT Education Lead / Executive Principal	Chief Executive Officer and an independent ELT Education Lead
All Finance posts	Finance Director	2 from ELT member and Chief Executive Officer
All other Academy posts	Principal/Head of Academy	2 from ELT member and Executive Principal.
All other Group posts	ELT Member	2 of Chief Executive Officer and or independent ELT members.

Grievance		
Posts	Delegated Authority	Appeal
Non -Executive Directors	Chair	2 Members (not including the Chair)
Chief Executive/ Director of Finance	Board Member	2 Board Members including one of Chair or Vice Chair
Member of the Executive Leadership Team	Chief Executive Officer	2 Board Members
Executive Principal	ELT Education Lead	Chief Executive Officer and an ELT member
Principal, Head of Academy	ELT Education Lead/ Executive Principal	Chief Executive Officer and an ELT member
Group Directors (Curriculum or of Central functions)	ELT Education Lead / Executive Principal	Chief Executive Officer and an ELT member
Vice Principal and SLT Members	ELT Education Lead / Executive Principal	Chief Executive Officer and an independent ELT Education Lead
All Finance posts	Finance Director	2 from ELT member and Chief Executive Officer
All other Academy posts	Principal/Head of Academy	2 from ELT member and Executive Principal.
All other Group posts	ELT Member	2 of Chief Executive Officer and or independent ELT members.

Other HR Functions	
Function	Delegated Authority
Settlement agreements up to and including £10,000	HR Manager to complete business case documentation. Director of HR and Director of Finance to agree terms. Chief Executive Officer to sign.
Settlement agreements in excess of £10,000	HR Manager to complete business case documentation. Chief Executive Officer, Director of HR and Director of Finance to agree terms, Chief Executive Officer to sign.

Settlement agreements in excess of £50,000 gross	As above plus approval to be sought from the ESFA/HM Treasury
Signature of Letter of Appointment	Delegated Authority
Chief Executive Officer, Director of Finance	Chair of Board
ELT Member	Chief Executive Officer
Executive Principal / Principal/Head of Academy	Chief Executive Officer or Director of Finance
Subject Directors	Chief Executive Officer or Director of Finance
Other Core Team posts	Director of Finance
All other Academy posts	Principal/ Head of Academy or Director of Finance
Trade Union Collective Agreements	Chief Executive Officer
Teachers Pay – Threshold/UPS	Principal/ Head of Academy with approval by ELT Education Lead
Function	Delegated Authority
<p>Acting up Payments/Additional Payments and other temporary payments</p> <ul style="list-style-type: none"> • Chief Executive • ELT/Executive Principal • Executive Principal/ Principal/ Head of Academy • Vice Principal • All other Academy staff • All Curriculum ‘Group’ posts • All Business ‘Group’ posts • Any additional payment for external work 	<ul style="list-style-type: none"> • Chair • Chief Executive Officer • Chief Executive Officer • Principal/Head of Academy with the approval by ELT Education Lead /Executive Principal and Director of Finance • Principal/Head of Academy with the approval by ELT Education Lead /Executive Principal and Director of Finance • Chief Executive Officer • Chief Executive Officer • Chief Executive Officer

Function	Delegated Authority
<p>Performance Management</p> <ul style="list-style-type: none"> • Chief Executive Officer • ELT members • Executive Principals • Principal, Head of Academy • Curriculum Directors • Vice Principal • All other Group posts • All other Academy posts 	<ul style="list-style-type: none"> • Chair of Board plus 1 other Board member • Chief Executive Officer • Chief Executive Officer and ELT Education Lead • 2 of Chief Executive Officer, ELT Education Lead and Executive Principal • Chief Executive Officer or Senior Curriculum Director. • Principal/Head of Academy • Line Manager as agreed • Line Manager approved by the Academy Principal/Head of Academy
<p>Staffing restructures</p>	<p>Chief Executive Officer, ELT Education Lead/ Executive Principal, Director of Finance, Director of HR , Principal/ Head of Academy</p>
<p>Decision to make Redundancies, where more than 10 posts are at risk</p>	<p>Board on recommendation from Chief Executive Officer</p>
<p>Authorisation of redundancy/early retirement payments</p>	<p>Chief Executive Officer following recommendation from HR, agreed by Director of Finance and ELT Education Lead</p> <p>Chair plus one other Board member in respect of CEO</p>
<p>Contract changes</p> <p>Creation of permanent new posts</p>	<p>ELT, on recommendation from Principal/Head of Academy /Core Team Manager</p>
<p>Creation of temporary new posts of up to 1 year</p>	<p>ELT, on recommendation from Principal/ Head of Academy/ Core Team Manager</p>
<p>Change of contracts e.g. Increase/decrease of hours, regrading, secondments, redesignation</p>	<p>ELT, on recommendation from Principal/ Head of Academy/ Core Team Manager</p>
<p>Revisions to Pay Policy and other related policies</p>	<p>Board of Directors</p>

Function	Delegated Authority
Determination of Chief Executive's and Executive Directors' pay range	Board on recommendation from Remuneration Committee
Determination of pay range for an individual with a salary in excess of £60,000	Board on recommendation from Remuneration Committee
Determination of pay range for an individual with a salary less than £60,000	Chief Executive on the recommendation of ELT
Determination of pay progression of the Chief Executive	Board on recommendation of Chief Executive Performance Management Committee (Chair and one other Director)
Determination of pay progression of ELT Education Leads, ELT members, Executive Principals, Principals and Heads of Academy within their pay grade	Chief Executive Officer recommendation to the Remuneration Committee to be agreed by the Board on the basis of Performance Management
Determination of pay progression of Vice Principals within their pay grade	Chief Executive Officer report to the Remuneration Committee for salaries above £60k on the basis of Performance Management process. For salaries below £60k, Principals/ Heads of Academy on agreement with ELT Education Lead / Executive Principals
Determination of pay progression of teaching posts below Vice Principal within their pay grade (including Threshold)	Principal/Head of Academy on agreement with ELT Education Lead/ Executive Principal, reported to the Academy Advisory Body on the basis of Performance Management
Administration of employment contracts, pay and conditions of services (with the exception of previous delegated authorities)	Director of Finance (with reference to the Chief Executive Officer, Executive Principal, or Principal/Head of Academy as appropriate)

NB: Any other delegated Authority not described above must be referred to the Board for a decision.

The term 'Principal' includes Acting or Associate Principal posts.

OTHER MATTERS

- 9.1 Additional delegations from the Board of Directors to the Chief Executive Officer are detailed below.
- 9.2 The Chief Executive Officer can sign and approve on behalf of the Board specific documents relating to academies (or proposed schools) joining Delta. The specific documents referred to comprise:
- supplemental funding agreements;
 - commercial transfer agreements (and related side letters);
 - leases (and related side letters);
 - under leases;
 - tenancies at will (and related side letters);
 - licenses (including licenses to occupy and licenses to assign existing leases);
 - land transfers;
 - deeds of assignment;
 - deeds of variation;
 - settlement agreements (details of all settlement agreements will be reported to the Audit and Risk Committee);
 - related amendments to the master funding agreement; and
 - other agreements.
- 9.3 Such documents may be negotiated and approved by the Chief Executive Officer acting as a Director of Delta under this delegated authority and may be signed, executed and delivered (as appropriate) by any Director of Delta (including the Chief Executive Officer).
- 9.4 The Chief Executive Officer may authorise the submission of free school proposals on behalf of the Board and also authorise any other academy projects, which relate to schools which wish to join Delta or where schools wish to purchase Delta support services, subject to completion of financial, educational and future liability risk assessments.

9.5 The Chief Executive Officer is authorised to negotiate and to approve and to sign, execute and deliver (as appropriate) such relevant documents provided always that the Board had been expressly notified of the proposal that the school in question should join Delta.

9.6 For the avoidance of any doubt the delegation includes the authority for the Chief Executive Officer at his discretion:

- to further delegate the negotiation and approval of documents to employees and agents acting on behalf of Delta, including professional and other advisors;
- to negotiate and approve deeds of indemnity in respect of academy conversions. (Any Director is authorised to execute and deliver deeds of indemnity authorised by the Chief Executive Officer); and
- to negotiate PFI related project documents (including any School Agreements, Principal Agreements or Deeds of Variation to Project Agreements or Deeds of Variation to existing leases. (Such PFI related project documents may be signed, executed and delivered (as appropriate) by any Director of Delta (including the Chief Executive Officer).