INVICTUS

Education Trust

Scheme of Delegation

2025-2026

LEARN WITH **US** - WORK WITH **US** - BELONG WITH **US**

Document Control and Version Control

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Invictus Education Trust
Scheme of Delegation

Contents

1. Our Mission, Vision and Values

Mission
'Excellence every day, unlimited ambition and transforming lives'

Vision
'To create a community of inclusive schools where people choose to learn with us, work with us and belong with us, so that everyone succeeds'

Values
- Respect
- Resilience
- Relationships

2. Introduction

A Multi Academy Trust's (MAT) Board of Trustees is accountable in law for all decisions about its academies. However, this does not mean that the Board is required to make all the decisions itself. Many decisions can and should be delegated to Executive Leaders, Board Committees, including Local Academy Committees and Senior Leaders. It is vital that the decision to delegate a function is made by the full Board of Trustees and is recorded. Without such formal delegation, the individual or committee has no power to act.

Invictus Education Trust (Invictus) has a Scheme of Delegation for schools that distinguishes between those schools that are and those that are not 'Requires Improvement' (RI) or 'Special Measures' (SM). Schools that are 'Good' or better may have a larger amount delegated to them to enable some local autonomy and decision making. The schools that are RI or SM may have less or no delegation in recognition of the need for additional input from the Board in order to support a quick turnaround. In some cases, a RI or SM school may not have its own Local Academy Committee, their governance will be overseen solely by the Board.

3. Rationale

The underlying principles for this Scheme of Delegation are:

The Trust Board:

1. Remains true to its vision, mission, values, commitments and big ambitions to create a community of inclusive schools where people choose to learn with us, work with us and belong with us so that everyone succeeds
2. Is mindful that it is publicly funded and that having a strong system of financial management and control is essential for the overall success of the Trust
3. Acknowledges that its function is to ensure that all statutory obligations are met in each academy within the family
4. Believes that the Members of each Local Academy Committee are best able to service the needs of their Academy and their local community
5. Believes that all academies within the family are in a partnership of equals irrespective of their length of membership or Ofsted judgement

4. Invictus Education Trust

Our schools

- Kinver High School (joined 01.03.2015)
- Ellowes Hall Sports College (joined 01.03.2015)
- Crestwood High School (joined 01.03.2015)
- Wombourne High School (joined 01.03.2015)
- Leasowes High School (joined 01.12.2016)
- Pedmore High School (joined 01.09.2018)
- Rufford Primary School (joined 01.09.2021)

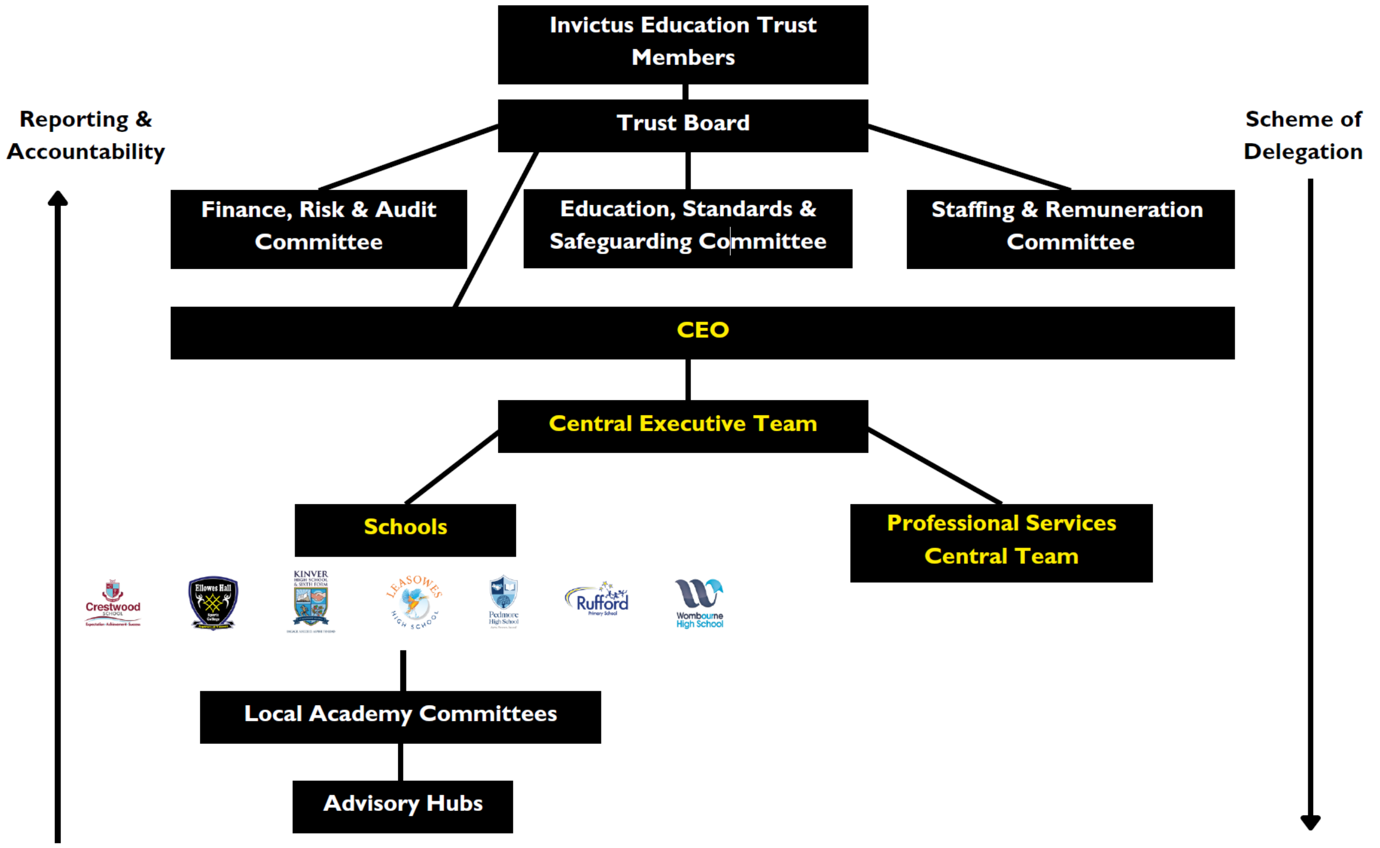
Invictus Vision Statement

To create a community of inclusive schools where people choose to learn with us, work with us, and belong with us, so that everyone succeeds

Invictus Mission

Excellence every day, unlimited ambition and transforming lives

5. Governance Structure and Lines of Accountability



The Board of Trustees is responsible for the three core governance functions:

- Ensuring clarity of vision, ethos, and strategic direction.
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff.
- Overseeing the financial performance of the organisation and making sure its money is well spent.

The Board of Trustees appoint the Chief Executive Officer (CEO) to whom it delegates responsibility for delivery of its vision and strategy and will hold to account for the conduct and performance of the Trust, including the performance of the academies within the Trust, and for its financial management.

In turn, the CEO will line manage other executive senior leaders. The academy Headteachers will be line managed by the Deputy CEO (DCEO) or Director of Education (DoE) who will set their targets and lead on their performance development.

The Board constitutes committees for finance, audit and risk, education, standards and safeguarding and workforce and remuneration, which oversees executive pay. These committees look in detail at the resources, finances, risks, performance and remuneration of executive senior leaders, the academic outcomes of all pupils and equality, diversity and inclusion across the trust. Please note this list is not exhaustive and exact duties are noted in the committee's terms of reference.

Scheme of Delegation
The Board delegates some of its school level monitoring and scrutinising functions to committees called Local Academy Committees (LAC) and uses these committees to promote stakeholder engagement and as a point of consultation and representation. Trustees should not sit on LACs unless there are extenuating circumstances, and so lines of communication to the Board of Trustees must be clearly established. The DCEO/DoE will seek input and involve the Chair of the LAC when undertaking the headteachers performance development.

As Headteachers are directly line managed by the central executive team, the LAC no longer solely carries out the governance function of 'holding the Headteacher to account'. However, they must be confident that the Trust's performance development systems are working well, and if not, know how they can make the Trust aware of their concerns. This arrangement will also affect the LACs role in Ofsted inspections.

Communication between the Trust Board and Local Academy Committee
The Board meet as often as necessary, but no fewer times than 3 per year. Chairs will meet with Executive leadership at least once per term and a trustee will sit on each advisory hub. This provides an opportunity for information sharing between the Trust and Local Academy Committees and allows issues to be raised which may have influence across the broader family as well as in particular schools`. Feedback from Trust meetings and the CEO will be an item on Local Academy Committee agendas and representatives from LACs will be invited to cross Trust events such as the annual conference.

Central Functions
As part of the Invictus family we aim to have the greatest amount of impact with efficacy. We will strive to be one of the most cost-effective academy trusts in the country. Academies contribute a percentage of their budget in the form of a top slice, which enables them to access to a whole range of functions and services as and when required. In addition, when necessary, specific charges are made for bespoke intervention when curriculum and performance require e.g., long term or significant deployment of additional specialist staff.

6. Roles and Responsibilities

Members
The members of Invictus Education Trust are the guardians of the governance of the Trust and as such, have a different status to Trustees. Originally, they will have been the signatories to the Memorandum of Association and will have agreed the Trust's first Articles of Association (the legal document which outlines the governance structure and how the Trust will operate). The Articles of Association will also describe how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members.

Whilst it is the Trust Board who are responsible for the core governance functions and conducting the business of the Trust, members have certain key powers afforded to them:

- *Ensuring the Trust's charitable objectives are being met*
- *Approving and signing the memorandum and articles of association*
- *Determining the name of the Trust*
- *Appointing and removing members and trustees*
- *Appointing and removing the external auditors*
- *Dissolving the Trust*

There must be at least three members, although the DfE prefer at least five, and while Members are permitted to be appointed as Trustees, in order to retain a degree of separation of powers between the Members and the Trust Board, and in line with DfE expectations, Invictus insist on the separation between the roles and do not allow Trustees to also be Members. Members are also not permitted to be employees of the Trust.

Trust Board
The MAT is a charitable company and so Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors (Companies Act 2006). Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. In line with the latest model

Articles, Invictus uses the term Trustees to avoid confusion between employed staff who may be referred to as a director of a specific area.

The Trust Board are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement(s), it is legally responsible and accountable for all statutory functions, for the performance of all schools within the Trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions, mentioned previously in this document and is able to spend trust funds in order to do this.

The Board of Trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

There are key matters that are reserved for the Trust Board:

- *Responsibility for organisational strategy, objectives and values*
- *Approval of new schools joining the Trust*
- *Approval of Trust plans, targets, budgets and capital expenditure*
- *Oversight of long-term financial planning, maintenance, risk mitigation, internal controls and compliance with regulations*
- *Approval of material acquisitions or disposal of land or buildings*
- *Approval of significant changes in accounting policies or practices*
- *Approval of annual accounts*
- *Approval of the Scheme of Delegation and Financial Scheme of Delegation*
- *Approval of changes to the Trust Board and committee structure and composition, including the appointment of the Trust Board chair, Trust Board committee chairs and Local Academy Committee Chairs*
- *Appointment of CEO*
- *Ensuring effective safeguarding policies and procedures are in place*

In order to allow the Trust Board to focus on their core functions, other powers and functions may be delegated to any trustee, committee, the CEO or any other holder of an executive office as determined in this Scheme. To ensure oversight, all delegated actions taken and decisions are reported back to the Trust Board.

Trust Board Committees

The Trustees may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three Trustees, unless otherwise stated in the committee's terms of reference) and responsibilities of board committees are set out in the committee's terms of reference. It is usual for the Trust Board to appoint board committee Chairs and Committee members according to their skillset.

The Academy Trust Handbook makes it clear that the Board of Trustees 'should have a finance committee to which the Board delegates financial scrutiny and oversight'. It also states that where a Trusts annual income is above £50,000,000, there must also be a separate Audit Committee.

Invictus currently has four board Committees:

- Finance, Risk and Audit Committee (FRAC)
- Education, Standards and Safeguarding Committee (ESS)
- Workforce and Remuneration Committee (WRC)

Local Academy Committees

The Trustees may establish committees called Local Academy Committees (LAC) to carry out some of its school level governance functions. As Trustees are not required to sit on these committees and their decision making is limited, the Board will appoint the LAC Chair and will ensure that two parents are appointed to sit on each committee.

Delegated functions include:

- Provide a source of challenge and support to the headteacher.

- Appoint a Vice Chair of the committee and suitable link associate governors for safeguarding, SEND, pupil premium and vulnerable groups and careers.
- Ensure that leaders develop and implement a broad and balanced curriculum that will allow all pupils to be fully engaged, stretched, and motivated leading to significant levels of progress.
- Monitor attainment as identified through end of key stage assessments along with internal data for subsequent year groups.
- Monitor and review the quality of teaching and learning by holding a clear and concise picture of current standards and areas for development as identified through the school's development plan.
- Engage with stakeholders with specific regard for parents, understanding how to further develop positive relationships to support pupil progress, community cohesion and educational excellence across the MAT.
- Ensure that policies stipulated on the Trust policy schedule are in place and implemented within school.
- In relation to SEND, to ensure that policies, procedures, and statutory guidance are followed ensuring best practice across the schools.
- Ensure that the school is adhering to safeguarding policies and procedures, raising any concerns with the link trustee for safeguarding and the CEO via the Director of Strategy and Governance or Governance and Compliance Officer.
- Ensure that the school is ensuring equality, diversity and inclusion, raising any concerns with trustees and the CEO via the Director of Strategy and Governance or Governance and Compliance Officer.
- Provide termly safeguarding reports/updates to the Board of Trustees by completing termly learning walks and attending advisory hub meetings. Where possible, written reports should be shared with trustees.
- Ensure that the school writes and publishes the pupil premium strategy in line with statutory deadlines, ensuring that the strategy is fit for purpose.
- Building an understanding of how the school is led and managed.
- Monitoring whether the school is:
  - Working within agreed policies
  - Is meeting their agreed targets.
- Report to the Board by attending relevant meetings (chairs forum and advisory hub meetings) and providing summary reports following academy committee meetings.

As a committee of the Board, delegation can be removed at any time.

Advisory Hubs

Advisory Hubs provide opportunities for LACs to work collaboratively alongside the lead trustee for the specified area, enabling a clear line of reporting back to Trustees. Link Associate governors from each of the LACs will complete termly school visits, produce a report of their findings and report back to both their LAC and their associated advisory hubs. This will enable challenge in an interactive setting to generate ideas, share best practice and monitor performance and compliance. Advisory Hubs will be led by an appointed lead trustee and will aid the communication throughout governance tiers. Staff members may also be invited to attend the sessions with prior approval from the CEO, should the Hub members find it useful.

Executive Functions

Whilst the Trust Board is ultimately accountable for the outcome of all decisions, management and implementation of decisions is largely an executive function. In accordance with the DfE Academy Governance Guide, the expectation is that executive leaders are responsible for the internal organisation, management and control of the schools. Since, however, the Trust Board is responsible in law for all of the schools in the Trust, it may intervene in operational matters if a circumstance arises, where, because of the actions or inactions of executive leaders, a school or the Trust may be in breach of a duty.

To allow sufficient bandwidth for trustees to perform their strategic leadership role in the Trust, decision-making functions are delegated to the CEO. It is for the CEO to determine how functions are delegated to the central executive team or school senior leadership teams.

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

Headteachers

The Headteacher is responsible for the day-to-day management of the school and is managed by the DCEO/DoE but reports to the LAC on matters which have been delegated to it. This may include an element of monitoring and scrutiny of the school's management processes.

Chair's Action

In academy trusts there is no automatic delegation of power to act in cases of urgency. The Trust Board have however, in accordance with the articles of association, granted power to the Trust Board Chair to act in specific circumstances of urgency where it is believed that a delay would be likely to be seriously detrimental to the interests of the Trust or one of its schools; any pupil of the Trust or their parent; or a member of staff. There is no delegation of power to Academy Committee chairs and therefore, any urgent matter should be referred to the Trust Board Chair.

Clear separation

Clear separation between the layers of governance means that the individuals making up one tier of the governance structure of the organisation are not the same as another tier. The requirement for significant separation, particularly within MATs, is made explicit in both the Academy Trust Handbook and the DfE Academy Governance Guide. Good governance requires a separation of roles to ensure objectivity and avoid conflicts and individuals having undue power and influence.

7. Composition of the Trust Board

Type of Member	Number	Term of Office	How they are elected
Chair	1	Appointed/reappointed annually *(should not hold office for more than 6 years)*	Elected by fellow Trustees
Trustees (appointed by Members)	Up to 9	4 years, which may be renewed *(best practise not to hold office for more than 2 terms)*	Recommended by the Board of Trustees and approved by Members by ordinary resolution
Co-Opted Trustees	No max	4 years *(best practise not to hold office for more than 2 terms)*	Recommended and appointed by the Board of Trustees as appropriate
Parent Trustees	0 if 2 on each LAC	4 years *(best practise not to hold office for more than 2 terms)*	Appointed by Parents as appropriate
Governance Professional	1	Indefinite	Appointed by Trustees and CEO

Composition of Local Academy Committees

Type of Member	Number	Term of Office	How they are elected and more information
Chair of LAC	1	Appointed/reappointed annually *(should not hold office for more than 3 years)*	Appointed annually by Trustees
Headteacher	1	N/A	Ex officio *no voting rights and does not count towards quorum*
Member of SLT	1	N/A	Ex officio *no voting rights and does not count towards quorum*
Parent Associate Governor	2	4 years	Parent election – secret ballot to be organised by the relevant Academy. *If too few applications are received the Board can appoint under Articles 54-56 of AoA*
Staff Associate Governors	0 *	4 years	N/A
Associate Governors	4-5	4 years *(not to hold office for more than 2 terms)*	Applications to initially be approved by the Chair of Trustees and CEO with official appointment made by the LAC Chair and Headteacher following a successful interview
Governance Professional	1	Indefinite	By appointment of Director of Strategy and Governance or Governance

The Chair is included in the number of parent/associate governors; therefore, the committee is made up of between 6 or 7 voting members

** Current Staff Associate Governors will serve their term and not be replaced*

8. The Nolan Principles

It is expected that all Members, Trustees, Associate Governors and Executive Leaders will, in all actions relating to the Trust and its constituent academies, align themselves with the seven principles of public life listed below:

1. **Selflessness** - Holders of public office should act solely in terms of the public interest.
2. **Integrity** - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity** - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability** - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness** - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. **Honesty** - Holders of public office should be truthful.
7. **Leadership** - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

9. Overview of Delegation

Please see overleaf for the delegation overview.

	Trust Board and Board Committees							Executive Functions	
	Duty	**Members**	**Trust Board**	**Finance, Risk and Audit Committee (FRAC)**	**Education, Standards & Safeguarding Committee (ESS)**	**Workforce & Remuneration Committee (WRC)**	**Local Academy Committee (LAC)**	**CEO or Executive Director**	**School Headteacher**
1.01	**ARTICLES OF ASSOCIATION**	Approve by special resolution	Adhere to; Propose amendments to Members	Adhere to	Adhere to	Adhere to	Adhere to	Adhere to; Suggest amendments to Trust Board	Adhere to
1.02	**APPOINTMENT AND REMOVAL OF MEMBERS**	Approve by special resolution							
1.03	**APPOINTMENT AND REMOVAL OF TRUSTEES**	Approve appointment of up to nine trustees by ordinary resolution; Remove any trustee by ordinary resolution	Co-opt trustees as specified by Members; Remove co-opted trustees (if appointed by trustees);						
1.04	**ELECTION AND REMOVAL OF TRUST BOARD CHAIR, VICE CHAIR AND CHAIR OF TRUST BOARD COMMITTEES (inc LACs)**		Elect each school year from among their number; Remove by ordinary resolution						
1.05	**APPOINTMENT AND REMOVAL OF COMMITTEE MEMBERS (INCL INDEPENDENT MEMBERS)**		Approve						
1.06	**APPOINTMENT AND REMOVAL OF ASSOCIATE GOVERNORS**		TB Chair and CEO to approve application to progress to interview. Trustees to approve term renewal. Remove associate governors via ordinary resolution.				LAC Chair and headteacher to interview and appoint associate governors following application approval by trustees	TB Chair and CEO to approve associate governor applications to progress to interview.	Facilitate election processes for parent Associate Governors led by Gov Officer; Serve as Headteacher Associate Governor. Interview and appoint associate governors where application is approved by trustees

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
1.07	**APPOINTMENT OF LAC CHAIR**		Appoints LAC chair annually via interview process				Recommend suitable candidate to Trustees and consider succession planning	CEO and D of S&G to recommend suitable candidate to Trustees and consider succession planning	Recommend suitable candidate to Trustees and consider succession planning
1.08	**ELECTION AND REMOVAL OF VICE CHAIR**		Has power to remove by ordinary resolution				Elect each school year from amongst their number		
1.09	**TERMS OF REFERENCE FOR COMMITTEES**		Approve; Ensure committees are adhering to Terms of Reference		Adhere to	Adhere to	Adhere to	Propose amendments to Trust Board	
1.10	**GOVERNANCE MEETINGS**	Requisition Trust Board to call a General Meeting; Attend and vote at General Meetings	Call General Meetings; Attend General Meetings; Call at least 3 Trust Board meetings annually; Approve governance meeting schedule				To meet in accordance to Trust governance meeting schedule	Agree data points to inform governance meeting schedule	Liaise with central executive team to inform governance meeting dates
2.01	**POLICY**		Approval of policies as specified in the policy schedule; Receive notification of all policies approved by committees for information	Approval of policies as specified in the policy schedule	Approval of policies as specified in the policy schedule	Approval of policies as specified in the policy schedule	Approval/adoption of policies as specified in the policy schedule. Ensure implementation of all policies and monitor effectiveness. Report back any issues to trustees and CEO	Development of policies; Monitoring compliance; Approval of whole-school educational policies as specified in policy schedule	Monitoring implementation and effectiveness of policies; Development of whole-school educational policies; Approval of departmental educational policies as specified in the policy schedule
2.02	**TRUST VISION AND STRATEGIC PLANS**		Develop vision alongside CEO; Approve Trust strategic plans				Support the development and implementation of school vision, values and culture aligned to Trust vision	Develop vision alongside Trust Board; Develop and recommend strategic plans to Trust Board	Monitoring implementation and effectiveness of school vision, values and culture

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
2.03	**TRUST SELF EVALUATION**		Approve					Develop and recommend to Trust Board	
2.04	**GROWTH / REDUCTION**		Approve bid to open a new Free School; Approve existing school to join the Trust; Approval of a school to leave the Trust					Recommend to Trust Board; Coordinate due diligence	
2.05	**CHANGE ACADEMY TRUST NAME**	Approve, subject to consultation with the Trust Board							
2.06	**INCORPORATION/ DISSOLUTION OR DISPOSAL OF SUBSIDARY COMPANIES**	Approve, subject to consultation with the Trust Board							
2.07	**ADMISSION ARRANGEMENTS**		Approve		Ensure compliance with statutory requirements			Coordinate consultation	Recommend and propose amendments; Ensure compliance with determined arrangements
2.08	**SET TERM DATES AND SCHOOL DAY**				Approve			Recommend to ESS	Recommend to CEO
2.09	**PUPIL ADMISSION NUMBERS**		Approve increases or decreases to PAN of any school in the Trust, adhering to admissions code					Recommend changes to PAN; coordinate consultation where necessary	Recommend changes to CEO
2.10	**BRANDING**		Approve Trust logo and branding; Change school name; Approve uniform policy					Develop and recommend Trust logos and branding; Prepare and approve Trust marketing materials;	Recommend changes to school uniform; Ensure implementation of policies and appropriate use of branding; prepare school prospectus

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
								Approve school logos and branding;	
2.11	**LEGAL ADVICE**		Approval of outside legal or independent advice considered necessary over £20,000					Authority to seek legal advice from the Trust's procured solicitors; Approval of outside legal or independent advice considered necessary up to £20,000	
3.01	**APPOINTMENT, RE-APPOINTMENT OR REMOVAL OF EXTERNAL AUDITORS**	Approve	Recommend action to Members	Scrutinise performance of auditors					
3.02	**STATUTORY RETURNS TO DFE**		Approve	Review returns relevant to the remit of the committee as per TOR and recommend to Trust Board for approval; Conduct annual review of compliance	Review returns relevant to the remit of the committee as per TOR and recommend to Trust Board for approval	Review returns relevant to the remit of the committee as per TOR and recommend to Trust Board for approval		Provide assurance to trustees that Trust is meeting its statutory responsibilities	
3.03	**WRITTEN RESPONSES TO THE DFE**		Receive					Approve	
3.04	**ANTI-BRIBERY, GIFTS AND HOSPITALITY**		Approve policy; Receive register annually	Termly review of gifts and hospitality register				Develop policy; Maintain register	Adhere to policy; Report receipt of any gifts or hospitality

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
4.01	**RISK MANAGEMENT**		Approve policy and strategy; Ensure Trust meets statutory requirements Receive risk register at least annually	Development of policy and strategy and recommend to Trust Board; Oversight of risk register and BAF and scrutiny of high-level risks Review and monitor risk register, termly)	Oversight of education/QoE areas of Board Assurance Framework (BAF)	Oversight of workforce and Invictus Institute areas of Board Assurance Framework (BAF)	Scrutiny of high-level risks in school	Development of policy and strategy; Implement Trust approach; Provide assurance to trustees Trust meets statutory requirements Implement and maintain risk register	Implement school risk management plans Support with maintaining school risk register
4.02	**BUSINESS CONTINUITY**		Approve policy and strategy; Ensure Trust meets statutory requirements	Oversight and scrutiny of business continuity plans				Develop and recommend policy and strategy to Trust Board; Formulate business continuity and disaster recovery plans; Provide assurance to trustees that Trust meets statutory requirements	Review, update and implement school continuity plan and disaster recovery plan
4.03	**COMMUNICATIONS**							Overall responsibility for communications strategy	
4.04	**MEDIA AND PUBLIC RELATIONS**							Approve and lead on	
4.05	**STUDENT RECRUITMENT**		Scrutiny of projected pupil numbers	Scrutiny of projected pupil numbers linking to finances			Scrutiny of plans and strategy. Support with community engagement	Support with marketing and advertisement	Develop strategy and plans

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
5.01	**HEALTH AND SAFETY**		Approve Trust policy; Ensure Trust meets statutory requirements	Oversight and scrutiny of statutory compliance across the Trust; Oversight of health and safety plans.				Develop and recommend policy and strategy to FRAC; Implement Trust approach; Provide assurance to trustees that the Trust meets statutory requirements	Adhere to Trust policy and strategy; Approve school policy ensuring Trust policy and strategy is implemented
5.02	**ESTATES MANAGEMENT**			Oversight and scrutiny of statutory compliance and estates management across the Trust				Determine policies and working practices; Monitor school compliance; Provide assurance to trustees that schools are compliant	Ensure policies and working practices are fully implemented
5.03	**IT SYSTEMS**		Consider/approve spends that exceed FC delegation threshold	Consider/approve spends that exceed Exec delegation threshold				Develop and implement policy and strategy – Executive IT managers to lead and CEO to approve	Ensure working practices are fully implemented
5.04	**GDPR**		Approve related policies; Ensure the Trust meets statutory requirements	Oversight and scrutiny of GDPR processes and procedures across the Trust				Provide assurance to Trustees that the Trust meets statutory Requirements (DoS&G)	Ensure compliance with policies and procedures at school level; Ensure any non-compliance is reported and actioned
5.05	**LEGISLATION**		Ensure the Trust meets statutory requirements. Stay up to date with legislation changes. Hold executive leaders to					Provide insight to trustees on changes to legislation & stat guidance & provide assurance that the Trust meets stat reqs	Ensure changes to legislation or statutory guidance are implemented at school level

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
			account for non-compliance						
5.06	**PUBLICATION OF INFORMATION AND TRANSPARENCY OF GOVERNANCE ARRANGEMENTS**		Ensure the Trust meets statutory requirements					Ensure that statutory publication requirements are met (DoS&G)	Ensure school websites are compliant with statutory requirements; Support with the collection of information for compliance purposes
5.07	**COMPLAINTS**		Approval of complaints procedure; Monitor compliance with procedure; oversight of complaints received. Support with investigations and panel hearings as required				Support complaint process in line with Trust procedure.	Ensure systems and processes in place to ensure compliance. DoS&G to implement policy and procedures, support schools with compliance and maintain trust stage 3 record	Ensure compliance with complaints procedure and ensure accurate records are maintained for stage 1 and 2 complaints.
6.01	**RECRUITMENT (STAFF)**		Specific responsibility for CEO recruitment and appointing their governance professional; Ensure Trust acts in accordance with employment law and is compliant with safer recruitment requirements; Support recruitment processes in line with recruitment policies and schedule				Support recruitment processes in line with recruitment schedule (if required)	Specific responsibility for recruitment of Headteachers and central team directors (including DCEO, CFO and Head of Governance and Compliance); Relevant director to approve all appointments across the Trust	Coordinate recruitment of school Senior Leadership team, teaching staff and support staff within agreed budgets. Seek approval from CEO, Dir of HR / CFO for any roles that are not catered for in current budget.

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
6.02	**PERFORMANCE DEVELOPMENT (APPRAISAL) AND PAY**		Specific responsibility for CEO appraisal (supported by external advisor); Ensure decisions about levels of executive pay follow robust evidence-based processes and no individual decides remuneration. Allow for a mechanism of appeal if CEO appeals pay decision			Approve Performance Development Policy and scrutinise, and consider pay policies; Maintain oversight; Receive and approve recommendations for pay progression of CEO, Executives, Headteachers and central staff employed on teachers' terms and conditions; Ensure Trust-wide process consistency	AC chair supports the CEO/DCEO to conduct performance development of the Headteacher (supported by external advisor)	Specific responsibility for Headteachers and central team; Responsibility for ensuring compliance with employment law, STPCD and any other contractual or statutory requirements; Co-ordinate Trust-wide process moderation	Specific responsibility for school senior leadership team, teaching staff and support staff; Ensure consistent application of Trust pay and appraisal process
6.03	**SETTING REMUNERATION**		Responsible for source of pay and approval of the Trust Pay Policies.			Consider/scrutinise Pay Policies and propose for Board approval. Maintain oversight; Approve cost of living pay rises and all other national policy pay rises or rises to give effect to contractual and statutory requirements		Dir of HR (in consultation with CEO) to develop and recommend pay and performance development policy to WRC	
6.04	**WORKFORCE PLANNING**		Ensure that the Trust exercises a duty of care to its employees. Consider amendments to the executive team structure that fall outside of agreed budgets			Approve People and Staffing Strategy; Approve Central Executive Team structure within agreed budgets; Maintain oversight; Scrutinise impact		Determine central executive team structure and recommend to WRC; Develop and recommend policy and strategy to WRC Executive team to consider school staffing changes that fall outside of agreed budget	Specific responsibility for school staffing structure within agreed budget

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
6.05	**TRADE UNION RELATIONS**		Ensure Trust acts in accordance with employment law and exercises duty of care to its employees			Approve agreements; Maintain oversight; Scrutinise impact		Determine operational requirements and inform WRC	Implement actions within the school
6.06	**STAFF TRAINING AND DEVELOPMENT**							Lead by Dir of Invictus Institute-Determine strategy and action plans; Approve Headteacher CPD training plans	Approve CPD training plans
6.07	**STAFF REDUNDANCY**		Approval of redundancy process where Section 188 required, i.e. 20 staff or more. Support panel processes where required			Maintain oversight; Support panel processes in accordance with relevant policy and procedure, where required	Support processes (if required) in accordance with relevant policy and procedure	Dir of HR to develop and recommend policy to executive team for approval; Facilitate relevant processes	Implement actions and processes within school. Follow advice from Dir of HR
6.08	**STAFFING PROCESSES AND PROCEDURES – PROBATION, CAPABILITY, ABSENCE, DISCIPLINE, GRIEVANCE**		Specific responsibility for the CEO in line with relevant policy and procedure; Support panel processes in accordance with relevant policy and procedure; Ensure that the Trust acts in accordance with employment law and exercises a duty of care to its employees. Approve the grievance policy			Approve relevant policies in accordance with policy schedule; Maintain oversight; Support panel processes in accordance with relevant policy and procedure	Support processes (if required) in accordance with relevant policy and procedure	Specific responsibility for Headteachers and central team; Develop and recommend policy to relevant Board/committee stipulated in policy schedule	Specific responsibility for school senior leadership team, teaching staff and support staff in accordance with relevant policy and procedure
6.09	**PAYROLL PROCESSING AND PENSIONS**		Ensure the Trust acts in accordance with employment law			Maintain oversight		Appoint payroll services provider – go out to	Implement actions within school in accordance with Trust directives

								tender if necessary.	
	Duty	**Members**	**Trust Board**	**FRAC**	**ESS**	**WRC**	**LAC**	**CEO or Exec**	**Headteachers**
6.10	**WORKFORCE RELATED STATUTORY RETURNS**		Ensure the Trust acts in accordance with employment law and statutory requirements			Maintain oversight		Implement actions for the Trust; Report returns to Trustees as required	
6.11	**EMPLOYMENT TRIBUNAL CLAIMS**		Ensure that the Trust acts in accordance with employment law and exercises a duty of care to its employees			Maintain oversight		Dir of HR to formulate response in conjunction with legal advisors and relevant colleagues	
6.12	**SETTLEMENT AGREEMENTS**		Specific responsibility for CEO					CEO to approve all settlement agreements (except for CEO) in consultation with CFO and Director of HR	
6.13	**HEALTH AND WELLBEING OF THE WORKFORCE**		Ensure the Trust pays due consideration to health and wellbeing of the workforce			Maintain oversight	Monitor at school level	Executive to develop and lead health and wellbeing strategies across the Trust	Implement any actions to improve health and wellbeing of the school workforce in accordance with Trust directives
7.01	**EDUCATIONAL PERFORMANCE, ACADEMIC STANDARDS AND STUDENT ATTENDANCE**		Accountable for educational standards across the Trust		Hold the executive accountable for educational performance across the Trust		Scrutinise school performance and report to trustees as required	DCEO/DoE to hold Headteachers accountable for educational standards in school; Maintain oversight	Responsible for educational performance in school
7.02	**SCHOOL IMPROVEMENT**				Approve Trust School Improvement strategy; Hold the executive to account for School Improvement Plans		Support and challenge Headteachers to deliver School Improvement Plan; Triangulate and report to trustees as required	DCEO/DoE to develop & recommend School Impro strategy to ESS; DCEO/DoE to approve SIPs; Implement strategy; Hold Heads to account for	Develop School Improvement Plan in line with Trust's strategic objectives

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
								impact of strategy; Maintain oversight	
7.03	**OFSTED**		Accountable for educational standards across the Trust; Represent the Trust during inspections				Represent the school during inspections (if required)	DCEO/DoE to drive Ofsted preparation across the Trust and support in all Ofsted inspections	Responsible for Ofsted preparation within the school
7.04	**SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND)**		Ensure the Trust meets statutory requirements. Appoint lead trustee for SEND to lead and support link associate govs for SEND		Oversight and scrutiny of the Trust's SEND arrangements		Appoint associate link gov for SEND who will work with lead trustee for SEND Support and challenge Headteacher/SENDCo to deliver school SEND policy. Report to Board as required via attendance at advisory hub meetings. Approve annual SEND report for publication	DCEO/DoE to maintain oversight; Provide assurance to ESS that schools are meeting statutory requirements	Responsible for SEND within the school and ensuring that policy is fully implemented. Submit annual SEND report to LAC for consideration prior to publication.
7.05	**CAREERS PROVISION**		Approve Provider Access policy. Appoint lead trustee for careers to lead and support link associate govs for careers		Ensure Trust meets statutory requirements		Appoint link gov for careers who will work with lead trustee for careers. Support and challenge Headteacher to ensure compliance with regards to careers. Report to Board as required via attendance at advisory hub	DCEO/DoE to provide assurance To ESS that schools are meeting statutory requirements	Responsible for Careers provision within the school and ensuring policy is fully implemented
7.06	**QUALITY OF TEACHING**				Hold the executive to account for the quality of teaching in the Trust		Support and challenge Headteacher to ensure high quality teaching within the school. Report to trustees as required.	DCEO/DoE to hold Headteachers to account for quality of teaching in schools; Monitor and report to ESS	Responsible for quality of teaching in school

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
7.07	**PUPIL PREMIUM; CATCH-UP PREMIUM; SPORTS PREMIUM**		Appoint a lead trustee for pupil premium and vulnerable groups who will lead link associate govs for this area		Ensure Trust meets statutory requirements; Oversee strategies and monitor effectiveness		Ensure that the school has an adequate pupil premium strategy in place that is published in accordance to DfE deadline. **Primaries:** Support and challenge Headteacher to ensure compliance with regards to their annual sport premium strategy. Report to Board as required	DCEO/DoE to approve school pupil premium strategies; Hold Headteachers to account for the implementation and impact of the strategy	Ensure annual pupil premium strategy is completed and published in adherence to deadlines. Ensure implementation of the strategy in school. **Primaries:** Ensure annual pupil sport premium strategy is completed and published in adherence to deadlines. Ensure implementation of the strategy in school.
7.08	**CURRICULUM**				Ensure the Trust schools deliver a broad and balanced curriculum. Hold the executive to account on implementation of Trust curriculum policy & strategy		Ensure school delivers a broad and balanced curriculum. Scrutiny of the local application and impact of the curriculum strategy and policy	DCEO/DoE to develop and recommend trust curriculum strategy; Hold Headteachers to account for impact of strategy; Monitor and report to ESS	Responsible for curriculum within the school and ensuring policy is fully implemented
7.09	**OFFSITE VISITS**				Approve Trust Educational visits policy.		Adopt school educational visits policy and ensure that it is followed.	DoE to implement Trust ed visits policy for ESS approval. DoE to support EVCs to personalise trust policy if required. DoE to approve all non-ed visits and approve all visits with overnight stay and/or overseas travel	Ensure there is a named EVC that is adequately trained. Approve all visits of less than 24 hours; Propose any non-educational visits to the Director of Education

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
7.10	**EXCLUSIONS AND SUSPENSIONS**		Support panel processes (where required) in accordance with relevant policy and procedure		Oversight and scrutiny; Ensure Trust meets statutory requirements		Oversight and scrutiny; Support panel processes (where required) in accordance with relevant policy and procedure	DCEO/DoE- Oversight of all permanent exclusions; Provide assurance to ESS that Trust schools are meeting statutory requirements. DoS&G to ensure Heads and trustees/govs receive adequate training to fulfil their responsibilities	Authorise suspensions and exclusions; Discuss any proposed permanent exclusions prior to issue with DCEO/DoE; Report all suspensions and exclusions to the Trust Governance Team and LAC through HT reports.
7.11	**OFFSITE DIRECTION**				Oversight and scrutiny; Ensure Trust meets statutory requirements		Oversight and scrutiny	DCEO/DoE to provide assurance to ESS that Trust schools are meeting statutory requirements	Authorise offsite directions; Keep all offsite directions under regular review; Monitor the effectiveness of offsite education providers; Report all offsite directions to the LAC through HT reports
8.01	**SAFEGUARDING**		Approve policy and strategy; Ensure Trust meets statutory requirements Appoint lead trustee for safeguarding who will lead link associate govs for safeguarding		Oversight and scrutiny of Trust safeguarding arrangements and data		Appoint link associate gov for safeguarding to liaise with lead trustee. Oversight and scrutiny of school safeguarding arrangements; ensuring that the policy is being implemented and that the school is meeting statutory requirements. Report to trustees as necessary	Ho SG to define and implement Trust safeguarding strategy Provide assurance to ESS that schools are meeting stat requirements. Present trust safeguarding data to ESS termly. Provide an annual safeguarding report for trustees	Appoint a DSL who is responsible for safeguarding within the school and ensuring Trust policies and arrangements are fully implemented; Ultimate responsibility for the safeguarding of students in school

	Duty	Members	Trust Board	FRAC	ESS	WRC	LAC	CEO or Exec	Headteachers
8.02	**SINGLE CENTRAL RECORD**		Ensure Trust meets statutory requirements				Oversight and scrutiny of school SCR; Ensure there are no gaps in the document through adequate questioning. Ensure school is meeting statutory requirements and report to trustees as necessary	Dir of HR to support schools to maintain a compliant SCR. Dir of HR to ensure the central team SCR is in place, up to date and compliant (including members and trustees.	Implement actions and processes within school. Follow advice from Dir of HR

10. Finance Scheme of Delegation

LACs have no financial Responsibility

			Trust Board and Board Committees				Executive Functions		
	Duty	**Members**	**Trust Board**	**Finance, Risk and Audit Committee (FRAC)**	**Education, Standards & Safeguarding Committee (ESS)**	**Workforce & Remuneration Committee (WRC)**	**CEO or Executive Director**	**Chief Finance Officer**	**School Head Teachers**
F.01	**FINANCIAL MANAGEMENT POLICY AND PROCEDURES**		Approve relevant policies in accordance with policy schedule	Approve policies stipulated in policy schedule or review and recommend to Trust Board for approval			Support development of policies and adhere to once approved.	Develop and recommend to FC	Adhere to
F.02	**TRUST THREE YEAR BUDGET PLAN**		Approve	Review and recommend to Trust Board for approval			Recommend to FC	Develop and recommend to CEO	
F.03	**SCHOOL THREE YEAR BUDGET PLANS**		Approve	Review and recommend to Trust Board for approval			Moderate and recommend to FC;	Work with DoE/Heads to balance budgets. Develop and recommend to CEO	Ensure school operates within budget and achieves a balanced budget
F.04	**BUDGET FORECAST RETURN THREE YEAR**		Approve					Develop and recommend to Board	

	Duty	Members	Trust Board	FRAC	ESS	ERC	CEO/Exec	CFO	Headteachers
F.05	**MANGEMENT ACCOUNTS (TRUST AND SCHOOL)**		Monitor by receipt of monthly management. Note receival of accounts and receive feedback from FRAC	Scrutinise management accounts during meetings and feedback to Trust Board				Develop and issue monthly, reporting on key variances	
F.06	**ANNUAL REPORT AND FINANCIAL STATEMENTS**	Receive	Approve	Welcome auditors at meeting, scrutinise and recommend to Trust Board for approval			CEO and required exec directors to support with annual report. Present annual report for recommendation to Trust Board	Prepare annual report for CEO and Trust Board chair	
F.07	**OPENING AND CLOSING BANK ACCOUNTS**		Approve					Recommend in collaboration with CEO.	
F.08	**AMENDMENTS OF BANK MANDATES AND/OR AUTHORISED SIGNATORIES ON EXISTING TRUST BANK ACCOUNTS**		Would require a trustee signatory				Recommend for Trustee approval	Recommend in accordance with signatories	
F.09	**AMENDMENTS OF BANK MANDATES AND/OR AUTHORISED SIGNATORIES ON EXISTING SCHOOL BANK ACCOUNTS**		Would require a trustee signatory				Recommend for Trustee approval	Recommend in accordance with signatories	
F.10	**BORROWING (INCLUDING FINANCE LEASES, OPERATING LEASES AND OVERDRAFT FACILITIES) FROM ANY SOURCE**		Approve (with appropriate DfE approval if required)	Review proposal and recommend to Trust Board for approval			Recommend to Trust Board	Recommend to CEO	
F.11	**TOPSLICE OF GENERAL ANNUAL GRANT AND CENTRAL RECHARGES POLICY**		Approve top slice; Approve policy	Scrutinise and monitor top slice calculation methodology; Review and recommend policy to Trust Board for approval			Recommend to FC	Develop policy; Recommend top slice to CEO	

	Duty	Members	Trust Board	FRAC	ESS	ERC	CEO/Exec	CFO	Headteachers
F.12	**INVESTMENT OF SURPLUS FUNDS**		Approve Investment and Reserves policy	Review and recommend to Trust Board for approval			Recommend to Trust Board	Develop policy for approval alongside CEO	
F.13	**PROPOSALS FOR THE ACQUISITION/DISPOSAL OF LAND/BUILDINGS**		Approve (with appropriate DfE approval if required)				Recommend to Trust Board		
F.14	**PROPOSALS FOR THE ACQUISITION/DISPOSAL OF FREEHOLD ON LAND OR BUILDINGS**		Approve (with appropriate DfE approval if required)				Recommend to Trust Board		
F.15	**SALE, DISPOSAL OR WRITE OFF OF OTHER FIXED ASSETS**		Approve >£100k (with appropriate DfE approval if required)				Approve <£100k	Recommend to CEO	Approve <£5k
F.16 *	**APPROVAL OF THE SCA SCHEME BUDGET ALLOCATIONS**[1]		Approval of the strategic priorities for SCA expenditure; Approval of new project budgets, ensuring there is a contingency budget for budget variations on existing projects and budget. Receive updates relating to any variances to the agreed spend, within contingency.	Receive project updates on existing projects on behalf of Trust Board and report back.			DoO to approve spends within contingency pot, ensuring that they align with grant T&Cs. Recommend strategic priorities (informed by the Capital Asset Management Plan); Recommend projects to the Trust Board or FCC	In collaboration with Head of Estates, develop strategy for Board approval and maintain capital asset management programme; Approve virements between approved projects within the original budget allocations; Report all authorisations to the Trust Board	
F.17	**APPROVAL OF SCA CONTRACTS**		Approve in line with limits specified in the authorisation thresholds	Approve in line with limits specified in the authorisation thresholds			Approve in line with limits specified in authorisation thresholds	Recommend to CEO	Approve in line with limits specified in the authorisation thresholds

	Duty	Members	Trust Board	FRAC	ESS	ERC	CEO/Exec	CFO	Headteachers
F.18	**ASSET MANAGEMENT**		Approve strategy and policy	Oversight and scrutiny of asset management plan			Recommend to Trust Board	Development of strategy and policy; Populate asset management plan	
F.19	**WRITE OFF OUTSTANDING DEBTS**		Approve >£50,000 (with appropriate DfE approval if required)	Approve >£5k per single transaction, but not exceeding £49,999 cumulatively (with appropriate DfE approval if required)			Approve <£5k	Recommend to CEO	
F.20	**TAKING UP A LEASEHOLD OR TENANCY AGREEMENT ON LAND OR BUILDINGS FROM ANOTHER PARTY**		Approve (with appropriate DfE approval if required)				Recommend to Trust Board	Undertake due diligence for CEO	
F.21	**CHARITABLE DONATIONS / CONTRIBUTIONS TO SOCIAL INNVOATION PROJECTS / GIFTS / SPONSORSHIP / DONATIONS**		Approve >£1k				Approve <£1k		
F.22	**SETTLEMENT OF LITIGATION CLAIMS/THREATENED OR PENDING LEGAL PROCEEDINGS**		Approve if coming from Trust funds				Refer to RPA insurance Recommend to Trust Board if requires Trust funds		
F.23	**TRUST RESERVES**		Approve expenditure in line with limits specified in the authorisation thresholds	Approve expenditure in line with limits specified in the authorisation thresholds			Approve expenditure in line with limits specified in the authorisation thresholds	Develop plan for CEO approval	
F.24	**SCHOOL RESERVES**		Approve expenditure in line with limits specified in the authorisation thresholds	Approve expenditure in line with limits specified in the authorisation thresholds			Approve expenditure in line with limits specified in the authorisation thresholds	Develop plans in collaboration with headteacher for CEO approval	Approve expenditure in line with limits specified in the authorisation thresholds. Work with CFO on plans that exceed threshold.

	Duty	Members	Trust Board	FRAC	ESS	ERC	CEO/Exec	CFO	Headteachers
F.25	**APPROVAL OF USE OF RESERVES CONTRACTS**		Approve in line with limits specified in the authorisation thresholds	Approve in line with limits specified in the authorisation thresholds			Approve in line with limits specified in the authorisation thresholds	Recommend to CEO	Approve in line with limits specified in the authorisation thresholds
F.26	**SUBMISSION OF GRANT APPLICATIONS**						Approve submission	Complete on behalf of CEO	
F.27	**LEGAL TERMS AND CONDITIONS FOR COMMERCIAL INCOME GENERATION ARRANGEMENTS**		Approve policy				CEO/ Head of Estates develop and recommend policy		
F.28	**EXPENDITURE WITHIN BUDGET PROFILE**		Approve in line with limits specified in the authorisation thresholds	Approve in line with limits specified in the authorisation thresholds			Approve in line with limits specified in the authorisation thresholds	Approve in line with limits specified in the authorisation thresholds	Approve in line with limits specified in the authorisation thresholds
F.29	**SERVICE CONTRACTS/TRADED SERVICES**		Approve in line with limits specified in the authorisation thresholds	Approve in line with limits specified in the authorisation thresholds			Approve in line with limits specified in the authorisation thresholds		Approve in line with limits specified in the authorisation thresholds
F.30	**ALL OPERATIONAL LEASES**							Approve	
F.31	**BUDGET VIREMENTS**		Approve >£100k				Approve between £50k - <£100k	Approve up to £50k	
F.32	**OUT OF BUDGET EXPENDITURE**		Approve >£100k				Approve <£100k	Recommend to CEO	
F.33	**TRUST INTERNAL CASH FLOW LOANS**						Approve	Recommend to CEO	

Re F16 [I] In an emergency, the Chair of the Trust Board and Chief Executive Officer with consultation with the Chief Finance Officer have power to act on behalf of the Trust Board to approve a capital programme adjustment within the overall capital budget. Such action will be reported to the Trust Board at the earliest opportunity.*

** Defined as a breach in DfE health and safety rules / a significant statutory non-compliance issue / a breach in Ofsted rules regarding maintaining the safe opening of a Trust school*

11. Procurement Authorisation Levels

Please see overleaf for procurement authorisation levels.

Delegated Duty	Min Contract Value	Max Contract Value	Evidence Required	Budget Holder	CFO	CEO or Headteacher	Trustees
	Thresholds for Quotes and Tenders in respect of Contract Value excluding VAT			Levels of Authorisation and Approval for Contract Acceptance			
Expenditure relating to the Ordering and Purchase of Goods and Services	£0	£5,000	Consideration to alternative providers with quotes	A			
	£5,001	£20,000	3 written quotes	A			
	£20,001	£50,000	3 formal quotations in writing by specified date and by time based on a written specification	A			
	£50,001	£150,000	Formal Tender Process to be followed based on a written specification	R	A		
	£150,001	£250,000	Formal Tender Process to be followed based on a written specification	P	R	A	
	£250,001	Over	Formal Tender Process to be followed based on a written specification	P		R	A
Expenditure relating to Goods and Services for the use of Reserves	£0	£20,000	3 written quotes.		A		
	£20,001	£50,000	3 written quotes based on a written specification. Programme of reserve projects to be agreed by CEO		A		
	£50,001	£250,000	Formal Tender Process to be followed based on a written specification. Programme of reserve projects to be agreed by CEO		A		
	£150,001	£250,000	Formal Tender Process to be followed based on a written specification. Programme of reserve projects to be agreed by CEO		R	A	

	£250,001	Over	Formal Tender Process to be followed based on a written specification. Programme of reserve projects to be agreed by CEO			R	A

Notes:
A= approval of contract per Scheme of Delegation

R= recommended approval of contract
P= proposed approval of contract