



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 Trustees 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 Heads of Academy/Principals and Academy Advisory Bodies 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

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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); and
- have power to change the name of the company and, ultimately, wind up the Academy Trust.

3.2 The Academy Trust Handbook (previously known as the Academies Financial Handbook) recommends that a majority of Members should be independent of the Board of Trustees, to ensure a significant degree of separation between the individuals who are Members and those who are Trustees. Distinction between the two layers ensures that Members, independent of Trustees, provide oversight and challenge.

3.3 Delta Members currently are:

- Steve Hodsman (Chair)
- Lesley Bailey
- Denis Hird
- Martin Robinson
- Neil Oliver

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 TRUSTEES**

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

4.2 Those who sit on the Board of Trustees are both charity trustees and company directors.

4.3 The Board of Trustees (Board) sets out Delta group strategy and operational policy in key areas,

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which are then applied within and across all Delta academies through the organisational framework and schemes of delegation to local governance arrangements.

- 4.4 The Board must appoint, in writing, a senior executive leader who may be appointed as a Trustee. The Chief Executive of the Trust is Paul Tarn and he has been appointed as a Trustee on the Board of Trustees.
- 4.5 The Board of Trustees acts 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 Trustees 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 Trustees on the Delta Board of Trustees are:
- Steve Hodsman (Chair)
 - David Haigh (Vice Chair)
 - Lesley Bailey
 - Sean Cavan
 - David White
 - Deanna Glossop
 - Steve Caddell
 - Dr Chris Wilson
 - Paul Tarn (Chief Executive Officer).
- 4.9 The Board of Delta is required to meet at least three times a year. The Delta Board of Trustees has decided to hold meetings six times a year. Members of the Executive Team are invited to attend Board meetings at the request of the Trustees.
- 4.10 The Company Secretary to Delta Academies Trust is Emma Mayor.
- 4.11 Under the Articles of Association (Articles 93-131), Directors (Trustees) have the following powers and responsibilities:
- 4.11.1 To manage the business of the Trust.
- 4.11.2 To expend the funds of the Trust in such manner as they shall consider most beneficial for the achievement of the Objects.

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- 4.11.3 To invest in the name of the Trust such part of the funds as they may see fit.
- 4.11.4 To enter into contracts on behalf of the Trust.
- 4.11.5 In exercising these powers and functions, the Directors may consider any advice given by the Chief Executive and any other Executive Officer
- 4.11.6 Any bank account shall be operated by the Directors in the name of the company and cheques or equivalent electronic payments shall be signed by at least two signatories authorised by the Directors.
- 4.11.7 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.
- 4.11.8 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.
- 4.11.9 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).
- 4.11.10 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.

4.12 Sub-committees of the Board

- 4.12.1 The Trust must establish a committee, appointed by the Board of Trustees, 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.
- 4.12.2 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.
- 4.12.3 The Delta Board has the following scrutiny sub-committees, made up of Trustees. Each of these sub-committees meets at least termly and makes recommendations to the Board as it considers appropriate:
- **Audit and Risk Committee**
 - **Education Standards**
 - **Education Inclusion**
 - **Environment**

- 4.12.4 In addition, the Board has a **Finance, Capital and Resources Committee**. This sub committee meets six times a year.
- 4.12.5 The Board also has a **Remuneration Committee**, made up of Trustees. This sub committee meets at least annually.
- 4.12.6 Terms of Reference for all Board Sub committees are reviewed on at least an annual basis and are published in the Delta Governance Handbook.
- 4.12.7 Two Board members, David White and Steve Hodsman, are Designated Safeguarding Board Members.
- 4.12.8 The Chair of the Audit and Risk Committee is the Board nominated lead on Data Protection and Information Security.

4.13 **Academy Advisory Bodies (AABs)**

- 4.13.1 Each individual Academy within the Trust 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.
- 4.13.2 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.
- 4.13.3 The Board has set the following parameters for the composition and membership of Academy Advisory Bodies:
- AAB Members must be appointed by Delta;
 - There should provision for at least one parent member to be appointed;
 - The Academy Head of Academy/Principal 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 Academy staff members must not exceed one-third of the total membership. Staff

will be appointed as a Delta AAB member.

- 4.13.4 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.
- 4.13.5 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.
- 4.13.6 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
Parent AAB Members	At least 1	2 years	Provision must be made for the appointment of at least one parent member, in line with the definition of parent in the Governance Handbook. Appointment following structured interview by Academy Principal/Head of Academy and Chair and completion of Delta nomination and eligibility forms. Approval by ELT.

- 4.13.7 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 Trustees 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 the performance of academies, groups of students, and the effectiveness of provision is undertaken by the Education Standards sub-committee of the

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Board of Trustees.

- High-level scrutiny of the performance of vulnerable groups of students or those that have additional challenges and needs is undertaken by the Education Inclusion sub-committee of the Board of Trustees.
- High-level scrutiny of predictions and outcomes for each Academy takes place in Academy Network/ Challenge Meetings attended by the Chief Executive Officer/Deputy Chief Executive Officer, ELT Education Leads and Executive Principals.
- Day to day scrutiny of performance, including performance management reviews of ELT Education Leads, Executive and Associate Executive Principals and Executive and Senior Learning and Subject Directors, is delegated to the Chief Executive Officer/Deputy 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/Deputy Chief Executive Officer, ELT Education Leads and Executive Principals.
- Within individual academies, Academy Advisory Bodies are responsible for the scrutiny of outcomes and progress, 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 the 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.

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- 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 Chief Financial and Operations Officer, 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 17 May
 - a 3-year budget forecast return by 26 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 Trustees 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, Academy projected outturns must be in place by the end of April each year and all final Academy and Group budgets must be submitted to the Board for ratification by mid-July each year.
- 7.8 Budgets are set by the Head of Academy/Principal and Executive Principal / ELT Education Lead, in consultation with the AAB Chair. They are then submitted to the Chief Financial and Operations Officer and Chief Executive Officer (Accounting Officer)/Deputy Chief Executive Officer for approval, before presentation to ELT and the Board of Trustees for ratification before submission to the ESFA.
- 7.9 All Heads of Academy/Principals 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 / Deputy Chief Executive Officer by October half term each year. The

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monitoring of implementation will be reported to the relevant Academy Network Meeting/ Challenge meeting and AAB.

7.10 Heads of Academy/Principals will work within specific parameters as follows:

- Contact Ratio at 0.79 (0.81 for primary)
- Curriculum Bonus < 8% (n/a for primary)

7.11 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 Trustees and are subject to periodic review.

7.12 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/Deputy Chief Executive Officer. Heads of Academy/Principals should discuss their requirements with their ELT Education Lead and or Executive Principal.

7.13 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 Trustees 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 Trustees for approval and then must be submitted to the Local Authority for consultation. Consultations must be for 6 weeks between October and January 2023 for changes to be effective in September 2024.</p> <p>Academies must publish admissions information, including for in-year applications, on their website.</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> <p>The Trust's current external auditors are Armstrong Watson LLP.</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 Trustees.</p> <p>The Finance, Capital and Resources Committee of the Board of Trustees 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</p>

Delegated Duty	Delegated Authority	Comment
		Board at the earliest opportunity
Capital works	Delta / Academy	<p>Any capital or capitalised revenue projects will be approved in accordance with the Finance and Assets scheme of delegation:</p> <ul style="list-style-type: none"> • Up to £1,000- Budget Holder/Finance Officer. Selection from current supplier list unless agreed otherwise by Delta Core Finance • £1,001 to £5,000 – As above plus Head of Academy/Principal. Minimum of three quotes • £5,001 to £10,000 - As above plus Delta Core Finance. Minimum of three quotes • £1,000 - £10,000 – for all specialist supplies, where three quotes are not possible or have not been obtained - Assistant Finance Director (AFD) • Core Only Up to £10,000 - AFD • Core Only £1,000 to £10,000 - AFD plus CFOO - for all Specialist supplies where three quotes are not possible or where three quotes have not been obtained • £10,001 to £50,000 - As above plus Delta CFOO • £50,001 - £100,000 – As, above plus Chief Executive Officer. Formal tendering process, including advertising in Public Sector Procurement online service, 'Find a Tender Service' (FTS) (if over the FTS threshold) • Over £100,001 to £500,000– CEO and ELT • Over £500,000 as above plus Board of Trustees.

Delegated Duty	Delegated Authority	Comment
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	Head of Academy/Principal / 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	Head of Academy/Principal, following consultation with ELT Education Lead / Executive Principal.	The relevant Care, Support, Guidance and Behaviour policy and supporting procedures must be followed.
Educational scrutiny	Education Standards, Education Inclusion Board sub- committees ELT Education Lead / Executive Principal Academy Network Meetings/ Challenge meetings AAB	See section 5 above
Health and Safety	Delta Head of Academy/Principal	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 Heads of Academy /Principals of Delta academies. Overall compliance with this requirement is monitored by the Audit and Risk Committee on behalf of the Board of Trustees

Delegated Duty	Delegated Authority	Comment
Get information about schools system (DfE)	CFOO/CCO for Board-related information Head of Academy/Principal for Academy-related information	<p>The DfE must be notified of the appointment or vacating of the positions of:</p> <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 <p>within 14 days of that change.</p> <p>Notification must be through the governance section of DfE's Get Information About Schools (GIAS) register, accessed via Secure Access. All fields specified in GIAS for the individuals must be completed. The Trust and the academies must confirm on the GIAS portal that all information is accurate. This must be done quarterly even if there are no changes.</p> <p>Heads of Academy/Principals must ensure they have access to the GIAS for their Academy/ School.</p>
Income Generation	Head of Academy/Principal	<p>Any income generated belongs to each individual Academy for them to invest in the future learning of the pupils/ students.</p> <p>Raising invoices to collect income will be approved in accordance with the Finance and Assets scheme of delegation</p> <ul style="list-style-type: none"> Up to £5,000 - Finance Officer within Academy £5,001 to £10,000 - As above plus Head of Academy/Principal £10,001 to £100,000 - As above plus Delta CFOO. Over £100,000 - As above plus ELT. <p>Academies must ensure that the requirements of paras 166 and 167 of KCSIE 2022 in respect of safeguarding requirements are met for any lettings or other use of academy premises.</p>

Delegated Duty	Delegated Authority	Comment
Insurance/ Risk Pooling arrangements	Delta – Chief Finance and Operations Officer	Delta will ensure that all Academies receive value for money for their insurance
Investments	Delta – Board of Trustees	Delta invests any surplus monies in accordance with the Treasury Management and Reserves policies approved annually by the Board of Trustees
Permanent Exclusions	<p>Head of Academy/Principal and AAB</p> <p>The ELT Education Lead must be informed of all proposed permanent exclusions.</p> <p>Independent Review Panels are the responsibility of the Trust; we may use Local Authority arrangements, 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 Suspension and Permanent 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. Requests for an IRP should be addressed to the Clerk of the IRP c/o the Trust Chief Compliance Officer.</p>
Private Finance Initiative (PFI)	Delta – Board of Trustees	<p>Any changes or new PFI contracts require approval by the Board of Trustees.</p> <p>Where capital projects are approved within PFI buildings, Delta procurement requirements must be followed</p>
Register of interests	<p>CFOO/CCO for Board-related information</p> <p>Head of Academy/Principal for Academy-</p>	The register of interests must capture relevant business and pecuniary interests, including:

Delegated Duty	Delegated Authority	Comment
	related information	<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 following the first Board/ AAB meeting of the academic year.</p>
Related party transactions	Delta	<p>Trusts must report all transactions with related parties to ESFA in advance of the transaction taking place and must seek ESFA approval for contracts or agreements for amounts exceeding £20,000, whether individually or cumulatively. This requirement applies to transactions made on or after 1 April 2019. (Refer to the Trust policy on 'Related party transactions'). Trusts must obtain ESFA's approval for transactions with related parties that are novel, contentious and/or repercussive.</p> <p>Academies must contact the CFOO for advice in respect of any potential related party transactions in advance of entering into any agreement.</p>
Reporting of Fraud /suspected frauds to ESFA	Delta – Chief Finance and Operations Officer	<p>Heads of Academy/Principals must report all frauds or suspected frauds to Core Finance, in line with the Trust Anti-Fraud Policy. We must report centrally any amounts either individually or cumulatively over £5,000 to the ESFA. Any reporting will be completed by the AFD/CFOO and be reported to ELT and the Finance Capital and Resources Committee.</p>

Delegated Duty	Delegated Authority	Comment
School census submission	Head of Academy/Principal	Heads of Academy / Principals must submit signed returns to Core Finance. Finance, Capital and Resources Committee review overall pupil number estimates termly.
School closure	Deputy CEO – Primary CEO – Secondary and AP	Heads of Academy / Principals should also notify the relevant Delta closure alert email address.
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 current supplier list unless agreed otherwise with CFOO. • £1,001 to £5,000 – As above plus Head of Academy/Principal. Minimum of three quotes • £5,001 to £10,000 - As above plus Delta Core Finance. Minimum of three quotes. • £1,000 - £10,000 – for all specialist supplies, where three quotes are not possible or have not been obtained - Assistant Finance Director (AFD) • Core Only Up to £10,000 - AFD • Core Only £1,000 to £10,000 - AFD plus CFOO - for all Specialist supplies where three quotes are not possible or where three quotes have not been obtained • £10,001 to £50,000 - As above plus Delta CFOO

Delegated Duty	Delegated Authority	Comment
	Executive Principal. Decision subject to review by AAB.	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 Core Finance
	£1,001 to £5,000	As above plus /Head of Academy/Principal	Minimum of three quotes
	£5,001 to £10,000	As above plus Core Finance	Minimum of three quotes
	£1,000 - £10,000	As above plus Assistant Finance Director (AFD)	For all Specialist supplies where three quotes are not possible or where three quotes have not been obtained
	Core Only Up to £10,000	AFD	Up to £1,000 as above £1,000 to £10,000 – 3 quotes
	Core Only £1,000 to £10,000	AFD plus CFOO	For all Specialist supplies where three quotes are not possible or where three quotes have not been obtained
	£10,001 - £50,000	As above plus CFOO	Minimum of three quotes
	£50,001 to £100,000	As above plus Chief Executive Officer	Formal tendering process, including advertising in the Public Sector Procurement online service, 'Find a Tender Service' (FTS) (if over the FTS thresholds) Note: if a contract is for a number of years the full cost of the contract over its full period must be considered.
	£100,001 - £500,000	As above plus ELT	
	Over £500,000	As above plus Board of Trustees	
Operating leases or contracts	Any	All contracts and leases must be approved in line with the above and signed centrally by the CEO or CFOO.	If any element of the agreement / contract includes data processing or sharing, documentation of Data Protection checks must be completed in advance of a contract/agreement signature.
Operating Leases on Land and Buildings (Taking up a lease or granting a sub-lease)	Any	All contracts and leases must be approved in line with the above and signed centrally by the CEO or CFOO.	

Delegated Duty	Value	Delegated Authority	Method
		<p>ESFA approval will be needed if entering a lease for more than 7 years.</p> <p>All sub leases will need approval by CEO and CFOO together with ESFA approval</p>	
Finance leases	Any	All finance leases must be referred to Core Finance as ESFA approval is required.	
Authorisation of BACS payments and other bank transfers	Any	<p>Must be authorised by two signatories</p> <p>At Trust: Core Finance Manager and CFOO</p> <p>At Academies: Head of Academy/Principal Vice Principal or Assistant Principal or Core Finance Manager</p> <p>Individual Payments Over £50,000 by the AFD/CFOO prior to BACs payments being authorised</p>	
Signatories for cheques	Any	<p>Two signatories from: CFOO, Head of Academy/Principal Vice Principal or Assistant Principal Over £50,000</p> <p>Three signatures required, of which one must be CFOO.</p>	Cheques should only be used if payments cannot be made by BACs
Petty Cash	Under £25	Approval by Principal/Head of Academy	Please ensure Purchase Requisitions are raised and approvals are in place for expenditure
	Over- £25 to £100	As above plus approval by Core Finance Manager	
	Over £100	As above plus approval of AFD	
Signatories for ESFA grant claims and ESFA returns	Any	Two signatories CEO and CFOO (or as required by ESFA)	
Virement of budget provision between budget headings	Up to £10,000 on any one nominal ledger code	Academy Finance Officer in conjunction with Head of Academy/Principal and Core Finance Manager, with reporting to the Finance, Capital and Resources Committee and AFD	

Ref: Delta/EM/AC

Delegated Duty	Value	Delegated Authority	Method
	Over £10,000 on any one nominal ledger code	Head of Academy/Principal, ELT Education Lead /Executive Principal plus AFD or CFOO	
Changes to Budget from previous year carry forward / in year surplus	Any	Head of Academy/Principal, ELT Education Lead/ CFOO and CEO	
Purchase or sale of any freehold property	Any	Please notify the CFOO in the first instance. ESFA approval required (All discussions with ESFA will be carried out by Core Team)	
Disposal of other assets – Fixtures and Fittings/Computers etc	Up to £5,000	Head of Academy/Principal	
	£5,000 to £10,000	As above plus AFD	
	Above £10,000	As above plus CFOO	
Write off of bad debts	Below £100 per transaction	Core Finance Manager	
	Above £100 per transaction	As above plus AFD or CFOO	
	£45,000 per transaction or 5% of total income subject to a maximum of £250,000	As above plus ESFA	Approval required in advance of write off
Granting or take- up of any leasehold or tenancy agreement exceeding three years (Refer above for operating leases over 1 year)	Any	Please notify the CFOO in the first instance. ESFA approval required (All discussions held with ESFA will be carried out by Core Finance)	
Raising invoices to collect income	Up to £5000	Finance Officer within Academy	
	£5,001 to £10,000	As above plus Head of Academy/Principal	
	£10,001 to £100,000	As above plus AFD or CFOO	
	Over £100,000	As above plus CFOO and ELT	

Ref: Delta/EM/AC

Reporting of Fraud and Theft

Please ensure any suspected Frauds are notified to the AFD and/or the CFOO in line with the Trust Anti-Fraud Policy. Please also ensure any thefts are reported centrally. Amounts over £5,000 either cumulatively for the Trust or individually over £5,000 must be reported to the ESFA. Any reporting will be completed by the AFD/CFOO and be reported to ELT and the Finance Capital and Resources Committee.

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 three members with non-voting co-optees to include CEO)
Chief Executive / Chief Finance and Operations Officer	Trust Board (minimum of three 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 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 one other as determined by the Chief Executive Officer
Directors of Central Functions e.g. Facilities, ICT, HR	Chief Executive Officer, ELT member and one 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 one 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.
Head of Department / Faculty	Principal/ Head of Academy, appropriate Director of Subject (if applicable) and one 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
Academy Finance staff	Principal/Head of Academy (or nominated representative) plus Core Finance Manager
All Support Staff posts (other than SLT posts and Academy Finance staff)	Academy - Finance Manager or equivalent and one other determined by Principal/Head of Academy Core - ELT member/Extended ELT and one 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 and Members	Chair or Vice Chair of the Board	Three Members
Chief Executive/ Chief Finance and Operations Officer	Board Member	Three Board Members including one of Chair or Vice Chair
Member of the Executive Leadership Team (ELT Education Lead, Chief Compliance Officer)	Chief Executive Officer	Three Board Members
Executive Principal	ELT Education Lead	Three of Chief Executive Officer, ELT Education Lead or ELT member
Principal, Head of Academy	ELT Education Lead/ Executive Principal	Three of Chief Executive Officer, ELT Education Lead or ELT member
Group Directors (curriculum or of Central functions)	ELT Education Lead or ELT member	Three of ELT Education Lead and ELT members
Vice Principal and SLT Members	Executive Principal	Three of ELT Education Lead and ELT members
All Finance posts	Chief Finance and Operations Officer	Three of ELT Education Lead and ELT members
All other Academy posts	Principal/Head of Academy	Three of ELT Education Lead and ELT members.
All other Group posts	ELT Member	Three of ELT Education Lead and ELT members.

Grievance		
Posts	Delegated Authority	Appeal
Non -Executive Directors and Members	Chair or Vice Chair of the Board	Three Members
Chief Executive/ Chief Finance and Operations Officer	Board Member	Three Board Members including one of Chair or Vice Chair
Member of the Executive Leadership Team	Chief Executive Officer	Three Board Members
Executive Principal	ELT Education Lead	Three of Chief Executive Officer, ELT Education Lead or ELT member
Principal, Head of Academy	Executive Principal	Three of Chief Executive Officer, ELT Education Lead or ELT member
Group Directors (Curriculum or of Central functions)	Chief Executive Officer or ELT member	Three of Chief Executive Officer, ELT Education Lead or ELT member
Vice Principal and SLT Members	Executive Principal or Principal	Three of ELT Education Lead and Executive Principal
All Finance posts	Chief Finance and Operations Officer	Three from Chief Executive Officer, ELT Education Lead and ELT member
All other Academy posts	Principal/Head of Academy	Three from ELT Education Lead and Executive Principal.
All other Group posts	ELT Member	Three of Chief Executive Officer, ELT Education Lead and ELT member.

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 CFOO 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 CFOO to agree terms, Chief Executive Officer to sign.
Settlement agreements in excess of £50,000 gross (non-statutory/non contractual)	As above plus approval to be sought from the ESFA/HM Treasury
Settlements in excess of £100,000 that include a non-statutory/non contractual payment/ special severance payment and or the employee earns over £150,000	As above plus approval to be sought from the ESFA/HM Treasury
Signature of Letter of Appointment	Delegated Authority
Chief Executive Officer, Chief Finance and Operations Officer	Chair of Board
ELT Member	Chief Executive Officer
Executive Principal / Principal/Head of Academy	Chief Executive Officer or CFOO
Subject Directors/Learning Directors	Chief Executive Officer or CFOO
Other Core Team posts	CFOO
All other Academy posts	Principal/ Head of Academy or CFOO
Trade Union Collective Agreements	Chief Executive Officer
Teachers Pay – Threshold/Upper Pay Range	Principal/ Head of Academy with approval by ELT Education Lead

Function	Delegated Authority
Acting up Payments/Additional Payments and other temporary payments <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 CFOO • Principal/Head of Academy with the approval by ELT Education Lead /Executive Principal and CFOO • Chief Executive Officer/CFOO • Chief Executive Officer /CFOO • Chief Executive Officer /CFOO

Function	Delegated Authority
Performance Management <ul style="list-style-type: none"> • Chief Executive Officer • ELT members • Executive Principals • Principal, Head of Academy • Curriculum Directors • Directors of Learning • Vice Principal / SLT members • All other Group posts • All other Academy posts 	<ul style="list-style-type: none"> • Chair of Board plus one other Board member • Chief Executive Officer • Chief Executive Officer and ELT Education Lead • Appraisal – ELT Education Lead, Executive or Associate Executive Principal, Appeal by three of CEO/ ELT Education lead and ELT member. • Appraisal - an Exec/Senior Subject Director or ELT Ed Lead Appeal – three of ELT Ed Lead and ELT members • Appraisal – ELT Education Lead, Executive or Associate Executive Principal, Appeal by three of CEO/ ELT Education lead and ELT member. • Principal/Head of Academy • Appraisal – Executive/Senior Subject Director or Principal Appeal – three of Executive/Senior Subject Director, EP and ELT Ed Lead • Appraisal Head of Department /TLR holder Appeal – three of Principal/HOA, SLT member and EP
Staffing restructures	Chief Executive Officer, ELT Education Lead/ Executive Principal, CFOO, Director of HR, Principal/ Head of Academy
Decision to make redundancies, where more than ten posts are at risk	Board on recommendation from Chief Executive Officer
Authorisation of redundancy/early retirement payments	<p>Chief Executive Officer following recommendation from HR, agreed by CFOO and ELT Education Lead. Chair plus one other Board member in respect of CEO</p> <p>Where Supplemental Funding Agreement includes a clause for the DfE to contribute towards redundancy costs, prior approval must be sought from the DfE before consultation with staff.</p>

Function	Delegated Authority
Creation of temporary new posts of up to one year	ELT, on recommendation from Principal/ Head of Academy/ Core Team Manager
Contract changes	
Creation of permanent new posts	ELT, on recommendation from Principal/Head of Academy /Core Team Manager
Change of contracts e.g. increase/decrease of hours, regrading, secondments, redesignation	ELT, on recommendation from Principal/ Head of Academy/ Core Team Manager
Revisions to Pay Policy and other related policies	Board of Trustees
Determination of Chief Executive and Executive Director 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 £60k	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 Trustee)
Determination of pay progression of ELT Education Leads, ELT members, Executive Principals, Principals and Heads of Academy within their pay grade	Chief Executive Officer/ Deputy CEO recommendation to the Remuneration Committee, to be agreed by the Board on the basis of performance management
Determination of pay progression of Core Education team, including Subject and Learning Directors and Academy Vice Principals within their pay grade	Chief Executive Officer / Deputy CEO report to the Remuneration Committee for salaries above £60k on the basis of performance management. For salaries below £60k, Principals/ Heads of Academy on agreement with ELT Education Lead / Executive Principals and for Core Team the Chief Executive Officer, Deputy CEO, Education Lead and CFOO, as appropriate.
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 service (with the exception of previous delegated authorities)	CFOO/Director of HR (with reference to the Chief Executive Officer, Deputy CEO, Executive Principal, or Principal/Head of Academy as appropriate)

OTHER MATTERS

- 9.1 Additional delegations from the Board of Trustees 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 Finance, Capital and Resources Committee);
 - related amendments to the master funding agreement; and
 - other agreements (may include acquisitions/ disposals of property/land).
- 9.3 Such documents may be negotiated and approved by the Chief Executive Officer acting as a Trustee of Delta under this delegated authority and may be signed, executed and delivered (as appropriate) by any Trustee 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 authorise any merger which relates to a school (including an academy) joining Delta;
 - to negotiate and approve deeds of indemnity in respect of academy conversions. (Any Trustee 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 Trustee of Delta (including the Chief Executive Officer).

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

The terms 'Principal', 'Vice Principal' and 'Assistant Principal' include Acting or Associate Principal posts.