



# Great Schools Trust

## Scheme of Financial Delegation

# Rationale

The underlying principles for this Scheme of Delegation are:

1. GST remains true to its vision, mission, values, aims and objectives in the pursuit of bringing together a family of 'schools of character'
2. GST is mindful that its function is to ensure that all statutory obligations are met in each academy within the family
3. GST believes that the governors of each Academy Council are best able to service the needs of their Academy and their local community.
4. GST Board's intention is to be as light-touch as possible within the Scheme of Delegation in order for Academy Councils to make decisions at a local level to fully meet the needs of the pupils and the local community
5. That all academies within the family are in a partnership of equals irrespective of their length of membership

# The Great Schools Trust

## Vision statement

The Great Schools Trust seeks to:

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

## The mission of each of our academies

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

## The ASPIRE code

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

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

## Our fundamental principles

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

### **Great Schools Education Ltd**

Great Schools Education is the principal sponsor of the Great Schools Trust and its role is to appoint Directors to the Trust Board. Just as the Great Schools Trust the principle objectives of 'Great Schools Education' are to maximise pupil outcomes by promoting 'character through leadership' in each academy within the Trust and providing school improvement and other services to other schools outside of the Trust when requested.

### **Great Schools Trust (GST)**

Each Academy is ultimately governed by the Trust (GST). GST shall have regard to (but for the avoidance of doubt shall not be bound by) any guidance as to the governance of the academies that the Secretary of State may publish. GST will establish, for each Academy, an Academy Council of governors whose role is to oversee the running of that academy on behalf of the Trust. The membership of the Academy Council shall be for GST to decide in consultation with the Chair of the Predecessor School Governing Body. However, this document is intended to stress the critical role that Academy Councils have and their decision making powers.

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

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

### **Members of Great Schools Trust (GST) Board**

Hilary Wilcock

Colin Scotland

Aiden Harper

Deborah Vaughan Massey

Kieran McGing

Shane Ierston

Michael Taylor

Sir Iain Hall – C.E.O.

Members of the Executive team are invited to meetings at the request of the Board.

# Composition of Academy Councils

Type of Member	Number	Term of Office	How they are elected
Chief Executive	1	Indefinite	N/A – by appointment as Chief Executive
Executive Principal	1	Indefinite	N/A – by appointment as Executive Principal
Principal of relevant Academy	1	Indefinite	N/A – by appointment as Principal
Sponsor Governor (including Chair and Vice Chair)	Up to 8	4 years	By Great Schools Trust Board resolution. The Board will take into account any representations made by the Academy Council when considering the re-election of the Sponsor Governor.
Teaching staff Governor	1	1 year	Teacher election – secret ballot to be organised by the relevant Academy
Support staff Governor	1	1 year	Support staff election – secret ballot to be organised by the relevant Academy
Parent Governor	3	2 years	Parent election – secret ballot to be organised by the relevant Academy
Community Governor	1	2 years	Co-opted by Academy Council to provide additional skills or experience
Clerk to the Academy Council	1	Indefinite	To be appointed by the Academy Council

## Central Functions

As part of a family of 'Schools of Character' we aim to have the greatest amount of impact with efficacy. We will strive to be one of the most cost effective academy trusts in the country. A contribution of 5% of each academy's budget is levied which enables all academies access to a whole range of functions and services as and when required. This excludes any surplus carried forward or income generated by an individual Academy. In addition, when necessary, specific charges are made for bespoke intervention when curriculum and performance require e.g. long term or significant deployment of additional specialist staff.

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

## Deployment of 'Additional Specialist Staff'

The ultimate responsibility for the deployment of 'Additional Specialist Staff' belongs to the Chief Executive. This will be based on identified need. Academy Principals should discuss their requirements with their Executive Principal who will then broker that support on their behalf.

### Budget Setting

All final Academy and Group budgets must be submitted to the Trust Board for ratification by 30 June each year. Indicative budgets must be in place by February each year. Budgets require authorisation by the Academy Council, Principal, Executive Principal, Chief Executive and Finance Director prior to being presented to the Board.

All Principals in conjunction with their Academy Council will submit their Academy Improvement Plan, Summary SEF and Curriculum Led Financial Plan to the Chief Executive by the beginning of November each year.

Principals will work within specific parameters as follows:

- Contact Ratio at 0.79
- Curriculum Bonus < 8%

It is acknowledged that for new schools joining the Trust that there will be a legacy curriculum in place. The following parameters apply in this situation:

- Contact Ratio at 0.77
- Curriculum Bonus < 10%

Delegated Duty	Delegated Authority	Comment
Admissions	Academy Council	All Academies will follow the Local Authorities admission policy for 11 – 16 and their own at post 16 taking into account Local Authority admission policies. 16 – 18 Admissions will be determined by Academy Council
Capital Programme	GST	Proposed capital programmes need to be submitted by June each year with the approval of the Finance Director, Executive Principal, Academy Council and Chief Executive.
Capital Programme Contract Variations	Academy Council – if within agreed programme budget/contingency GST – 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.
Health and Safety	GST	It is the responsibility of GST to ensure that health and safety laws are adhered to and the appropriate health and safety certificates are in place. The operational compliance of this function will be delegated on a day to day basis to the Chief Operating Officer and their team.
Income Generation	Academy Council	Any income generated belongs to each individual Academy for them to invest in the future learning of the pupils.
Insurance	GST	GST will use its purchasing power to ensure that all Academies receive best value and value for money with their insurance.
Investments	GST investments reverts back to the individual Academy.	GST currently invest any surplus monies on behalf of each Academy in high interest accounts. The invested surplus still belongs to the academy.

Delegated Duty	Delegated Authority	Comment
Permanent Exclusions	Principal and Academy Council	All Academies will follow Local Authority procedures for permanent exclusions and independent permanent exclusion appeals.
Private Finance Initiative (PFI)	GST	Where capital projects are approved within PFI buildings, the Finance Director must be satisfied that appropriate procurement has taken place.
Service Level Agreements / Contracts	Academy Council  GST – Director of Finance, Chief Operating Officer, Chief Executive	Depending on the context of each Academy, each Academy may have different SLAs / Contracts in place. It is the responsibility of the Academy Council to negotiate new SLAs/ Contracts and to ensure that they are receiving value for money and quality of service. From time to time GST may procure SLAs on behalf of all academies as part of a best value review.
Safeguarding	GST	GST will, in respect of each Academy, act in accordance with, and be bound by, all relevant statutory and regulatory provisions for safeguarding. All Academies will follow GST's policy on safeguarding (the same staff identification scheme will operate in all Academies).

# Financial Levels of Authority

All procurement must be carried out in compliance with the principles of the EU Treaties, including the free movement of goods (Article 28 of the EC Treaty), the right of establishment (Article 43), the freedom to provide services (Article 49), non-discrimination and equal treatment and transparency, proportionality and mutual recognition. For most goods and services where contracts will have a value over their lifetime in excess of the OJEU threshold, a strict procedure must be followed in compliance with the Public Contracts Regulations 2006 and related regulations.

Delegated Duty	Value	Delegated Authority	Comment
<b>Ordering good and services (including advertising of tenders and award of contracts)</b>	Up to £2,499 (primary academies only)	Primary Academy Principal	If within approved budget level <ul style="list-style-type: none"> <li>Orders up to £3,000 at least a single written quotation is required</li> </ul>
	Up to £9,999	Primary - Executive Principal & Budget Holder Secondary - Academy Budget Holder (e.g. HODs)	If within approved budget level <ul style="list-style-type: none"> <li>Orders up to £3,000 at least a single written quotation is required</li> <li>Orders over £3,001 and up to £24,999 require 3 written quotations</li> </ul>
	£10,000 - £49,999	Principal & Budget Holder (Group budget – Finance Director/Chief Operating Officer)	If within approved budget level. <ul style="list-style-type: none"> <li>Orders over £25,000 to be put out to tender</li> </ul>
	£50,000 - £99,999	Executive Principal & Budget Holder (Group budget – Finance Director/Chief Operating Officer)	If within approved budget level <ul style="list-style-type: none"> <li>Orders over £25,000 to be put out to tender</li> </ul>

Delegated Duty	Value	Delegated Authority	Comment
<b>Ordering good and services (including advertising of tenders and award of contracts)</b>	£100,000- £299,999	Chief Executive & Budget Holder	If within approved budget level <ul style="list-style-type: none"> <li>Contracts over EU thresholds for the time being (for guidance refer to <a href="http://www.ojec.com/Thresholds.aspx">www.ojec.com/Thresholds.aspx</a>): to follow a compliant process under the Public Contracts Regulations 2006 and subsequent legislation</li> </ul>
	£300,000 and above	GST Board (2 signatures), Chief Executive & Finance Director.	If within approved budget level <ul style="list-style-type: none"> <li>Contracts over EU thresholds for the time being (for guidance refer to <a href="http://www.ojec.com/Thresholds.aspx">www.ojec.com/Thresholds.aspx</a>): to follow a compliant process under the Public Contracts Regulations 2006 and subsequent legislation</li> </ul>
	Authority to accept other than lowest quotation or tender	Approval required in accordance with the delegated authority set out above	

Delegated Duty	Value	Delegated Authority	Comment
<b>Authorising monthly salary payments</b>	Unlimited	Principal, Finance Director (or designated academy finance representative), Chief Operating Officer or Director of HR (or designated academy HR representative)	Report to Board on any anomalies
<b>Signatures for Cheques, BACS payment authorisations and other bank transfers</b>	Up to £10,000	Any two signatures in line with the Bank Mandate (A or B)	
	Any amounts over £10,000	Two signatures in accordance with the bank mandate and one must be from the A list	
<b>Signatories for grant claims and DfE Returns</b>	Unlimited	The Finance Director and one of the following: <ul style="list-style-type: none"> <li>• Trust Chairman</li> <li>• Chief Executive</li> <li>• Executive Principal</li> <li>• Principal</li> <li>• Chief Operating Officer</li> </ul>	Two signatories, or as required by DfE / YPLA
<b>Virement of budget provision between budget heads</b>	Within department	Finance/Business Manager & Budget Holder	Virement within a department at discretion of Finance/Business Manager in consultation with budget holder. All virements to be reported to Finance Focus Group
	Up to £30,000	Principal & Finance/Business Manager	Reported to Academy Council
	£30,001 - £50,000	As above plus Executive Principal	Reported to Academy Council
	Over £50,000	GST Board member & Chief Executive & Director of Finance	Reported to Academy Council and GST Board

Delegated Duty	Value	Delegated Authority	Comment
<b>Disposal of assets</b>	Up to £20,000	Principal & Finance Director	Director of Finance to report to GST Board
	Over £20,000	Chief Executive, Trust Board, Finance Director and D.f.E	D.f.E approval required for disposal of assets funded with more than £20,000 of D.f.E grant or transferred from the LA at nominal consideration
<b>Write-off bad debts</b>	Up to £1000	Principal & Finance/Business Manager	Report to Academy Council
	Over £1,000	Trust Board & Finance Director plus D.f.E approval	Report to GST Board
<b>Write-off overpayments to staff</b>	Up to £1,000	Principal & Business Manager	Report to Director of HR who reports of GST Board
	Over £1,000	Chief Operating Officer	Reported to GST Board
<b>Purchase or sale of freehold property</b>	Any	GST Board, Chief Executive & Finance Director plus D.f.E approval required	
<b>Granting or taking up of any leasehold or tenancy agreement exceeding 3 years</b>	Any	GST Board, Chief Executive & Finance Director plus D.f.E approval required	
<b>Any guarantees, indemnities and letters of comfort entered into</b>	Any	GST Board, Chief Executive & Finance Director plus D.f.E approval required	
<b>Ex-gratia payments</b>	Any	Principal, Chief Executive & Director of Finance plus D.f.E approval required	

# HR Levels of Authority

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

**DISCIPLINARY CASES AND DISMISSALS**

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

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

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

<b>Posts</b>	<b>Delegated Authority</b>	<b>Appeal</b>
Chief Executive	Board member	3 Board members
Executive Principal	Board member or Chief Executive	3 Board members
Chief Operating Officer, Director of Executive Services & Finance Director	Board member or Chief Executive	3 Board members
Principal	Board Member or Chief Executive	Board Member
Group and Curriculum Directors	Chief Executive or Executive Principal or Chief Operating Officer	Board Member, Chief Executive or Executive Principal
Vice Principal and SLT Members	Executive Principal	Chief Executive
All other Academy posts	Principal	Executive Principal
All Group posts	Chief Operating Officer	Chief Executive or Executive Principal
All Finance posts	Finance Director	Chief Operating Officer, Executive Principal or Chief Executive

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

<b>OTHER HR FUNCTIONS</b>	
<b>Function</b>	<b>Delegated Authority</b>
Compromise agreements up to and including £20,000	Executive Principal and Director of HR to agree terms Chief Executive to sign
Compromise agreements in excess of £10,000 but below £50,000	Chief Executive and Director of HR to agree terms Chair of Board to sign
Compromise agreements in excess of £50,000	Approval to be sought from the EFA/HM Treasury

<b>Signature of Letter of Appointments</b>	<b>Delegated Authority</b>
Chief Executive	Chair of Board
Executive Principal	Chief Executive
Principal	Chief Executive or Executive Principal determined by the Chief Executive
Curriculum Group Posts	Chief Executive or Director of HR if unavailable
Business Group Posts	Chief Operating Officer or Director of HR if unavailable
All other posts	Principal or Executive Principal or Director of HR if unavailable
Collective Agreements	GST Board (Chair of Board to sign)
Teachers Pay – Threshold/UPS	Principal

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

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

Function	Delegated Authority
Decision to make Redundancies	GST Board on recommendation from Academy Council, Chief Executive and Director of HR
Authorisation of redundancy/early retirement payments	Chief Operating Officer or Director of HR so long as redundancies were approved by Board
Determination of Chief Executive's and Executive Principals ' pay range	GST Board on recommendation from Remuneration Committee
Determination of pay range for an individual with a salary in excess of £55,000	GST Board on recommendation from Remuneration Committee
Determination of pay range for an individual with a salary less than £55,000	Chief Executive on the recommendation of the Director of HR
Determination of pay progression of the Chief Executive	GST Board on recommendation of CEX Performance Management Committee
Determination of pay progression of Vice Principals within their pay grade	Chief Executive reported to the Remuneration Committee and GST Board on the basis of Performance Management
Determination of pay progression of Executive Principals, Curriculum Directors, Principals within their pay grade	Chief Executive recommendation to the Remuneration Committee to be agreed by the Board on the basis of Performance Management
Determination of pay progression of teaching posts below Vice Principal within their pay grade (including Threshold)	Principal on agreement with Executive Principal, reported to the Academy Council on the basis of Performance Management
Administration of employment contracts, pay and conditions of services (with the exception of previous delegated authorities)	Director of HR (with reference to the Chief Executive, Executive Principal, Principal or Chief Operating Officer as appropriate)

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

The term 'Principal' will include Acting Principal

## Notes

