

The Rowan Learning Trust

Scheme of Delegation 2020-2021

5 Schools

566 Employees

3 Local Authorities

3454 Students



Complying with Financial Regulations

RLT Strategic aims:

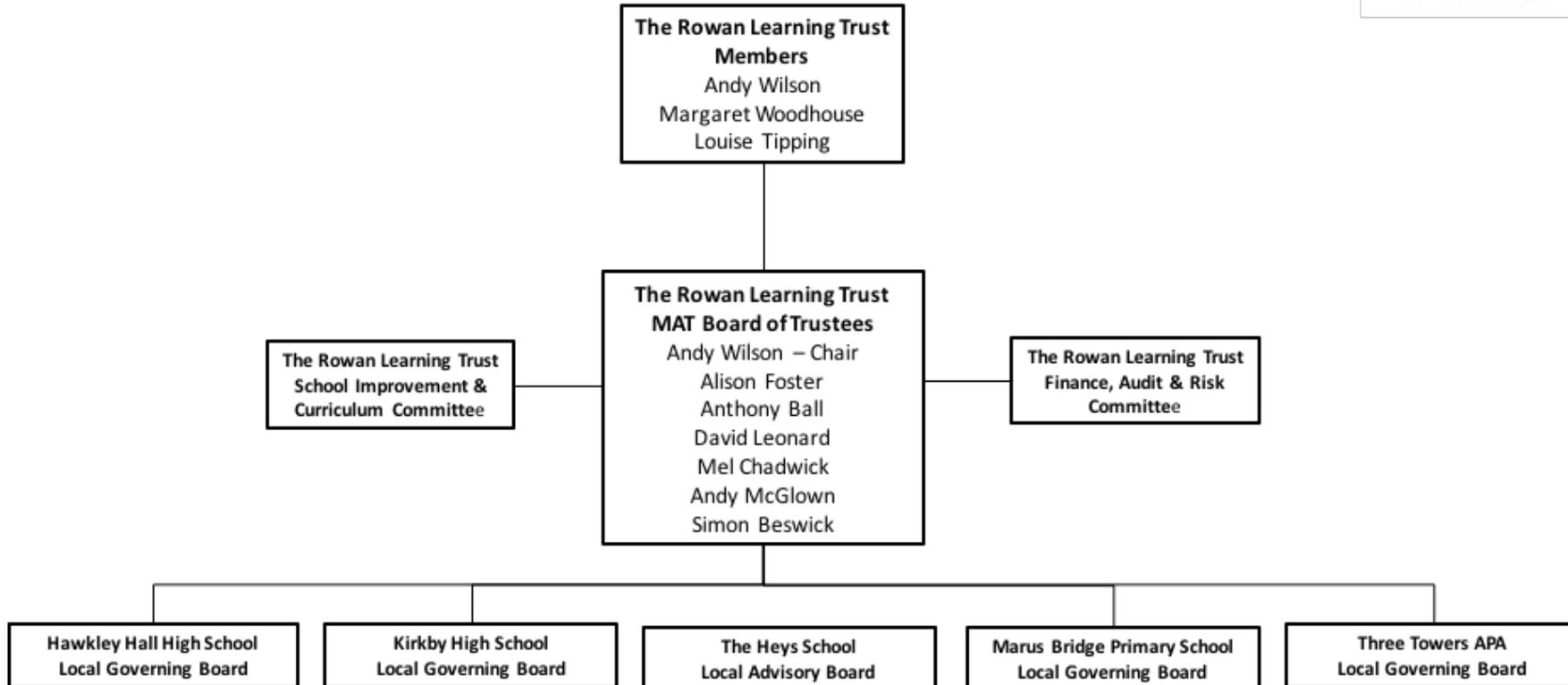
- ✓ Provide a first-class education for our learners through a broad and balanced curriculum that meets the needs of individual learners and prepares them for life beyond school.
- ✓ Promote a culture which values everyone's contribution; promotes individual development and growth and is underpinned by high standards, high expectations and mutual respect.
- ✓ To provide our schools with trust wide collaborative network opportunities which builds on and shares best practice.
- ✓ To operate with transparency and clarity, maximising resources to meet the needs of the schools and demonstrates value for money.
- ✓ To grow the Trust, increasing capacity, improving long-term sustainability and outcomes for learners.

Rationale

The underlying principles for this Scheme of Delegation are:

- ✓ The Board of Trustees of the Rowan Learning Trust is mindful that their function is to ensure that all statutory obligations are met, and our schools provide a high standard of education to the children we serve.
- ✓ The Rowan Learning Trust is both a registered Charity and a Limited Company, and it remains true to its aims and objectives.
- ✓ That all schools in the Trust are in a partnership of equals irrespective of their length of membership in the Trust. It is recognised that schools may require different levels of support and can successfully handle different levels of autonomy depending on their school performance.
- ✓ The Board of Trustees of the Rowan Learning Trust recognise that Governors of our local schools are best able to service the needs of their school and their local community. The Trust Board's intention is to provide a framework within the Scheme of Delegation in order for the Governors to make decisions at a local level to fully meet the needs of the students and the local community.
- ✓ There is an expectation that all Headteachers and Governors support and uphold the Strategic Aims & Objectives, Ethos and Values of the Rowan Learning Trust

Trust Governance Arrangements



Overview of Local Governance

The Rowan Learning Trust will establish Local Boards, whose governors' role is to oversee the running of delegated aspects of the academies on behalf of the Trust. The membership of the Local Board shall be for the RLT to decide. However, this document is intended to stress the critical role that Local Boards have. Each academy has local governance arrangements in the form of a Local Board. The Local Board is a sub-committee of the Rowan Learning Trust Board.

It is important that the Rowan Learning Trust can demonstrate that it has robust and effective governance throughout the organisation. The Rowan Learning Trust board will, based on the quality of leadership and management of a school, determine whether a local governing board (LGB), Local Advisory Board (LAB) or an Interim Executive Board (IEB) will be put in place. The governing board are responsible and accountable to the RLT Board for the educational performance and effective and efficient use of resources of their school as set out within the Trust's Scheme of Delegation. Governors are expected to question, challenge and support the academy's leadership.

Where leadership and management are deemed not to be good or better, by the RLT board, an Interim Executive Board (IEB) or Local Advisory Board (LAB) will be put in place. This will be decided dependant on the findings of a governance review. The Governance Review Report will be reviewed by the RLT board and a decision made as to what type of local governance board is appropriate. This will be reviewed and amended based on the progress of the school.

Communication between the Rowan Learning Trust Board and Local Boards

The Board meet regularly and as often as necessary. The Chair of the Rowan Learning Trust and Chief Executive will schedule meetings with the Chairs of the Local Boards termly. This provides an opportunity for information sharing between the Trust Board and Local Boards and to have issues raised which may have influence across its broader family as well as within particular schools.

RLT Leadership Judgement

	RLT Leadership & Management Judgement (Why)	Strategy (What)	How	Autonomy
 Control	Grade 4 – Special Measures	Turn Around Strategy Rapid Improvement	Interim Executive Board (IEB) <ul style="list-style-type: none"> – Short Term to Drive Rapid Improvement – Membership limited to Highly Skilled People – Regular Meetings (every 6 or 8 weeks) – Regular Progress Reported to the RLT Board 	
	Grade 3 – Requires Improvement	Developmental & Improving	Local Advisory Board (LAB) <ul style="list-style-type: none"> – Transition from IEB to LGB – Support from the CEO – Support from an Executive Head Teacher – Additional Support Provided by an NLG or Similar Skilled Person – Clear Action Plan to Improve Governance – Additional CPD for Governors – Regular Progress Reported to the RLT Board 	
	Grade 2 – Good	Effective & Robust	Local Governing Board (LGB) <ul style="list-style-type: none"> – Clear Evidence of School Improvement – Clear Evidence of Financial Control – Clear Evidence of CPD for Governors – At Least an Annual Review with the RLT Board – Contribute to the Wider Improvement of Governance within the Trust 	
	Grade 1 - Outstanding	Highly Effective & Robust	Local Governing Board (LGB) <ul style="list-style-type: none"> – Clear Evidence of School Improvement – Clear Evidence of Financial Control – Clear Evidence of CPD for Governors – At Least an Annual Review with the RLT Board – Contribute to the Wider Improvement of Governance within the Trust 	

Composition of an Interim Executive Board (IEB)*

Type of Member	Number	Term of Office	How they are elected
Independent Chair	1	For the duration of the IEB	By Rowan Learning Trust Board resolution
Chief Executive	1		N/A – by appointment as Chief Executive
Headteacher	1		N/A – by appointment as Headteacher
Trustees	2		By Rowan Learning Trust Board resolution

It is the intention that an Interim Executive Board will be a short-term measure to drive rapid improvement in schools that are most in need of support. Once clearly demonstrated and sustained improvement is evident the school will move to a Local Advisory Body.

***Where an IEB is put in place the RLT board will agree delegated powers on a school by school basis which may deviate from the delegated powers outlined in this document.**

Composition of a Local Advisory Board (LAB)

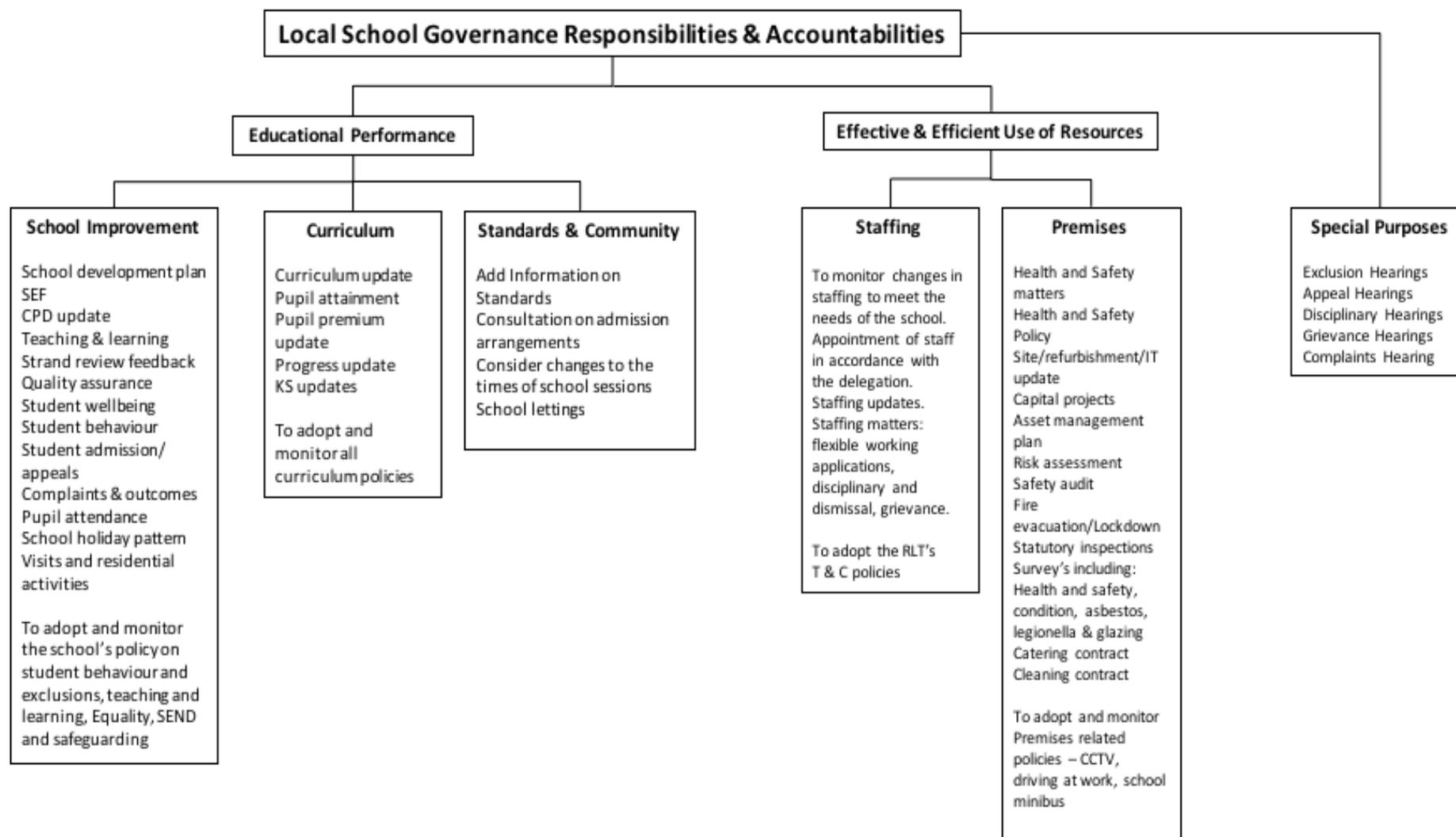
Type of Member	Number	Term of Office	How they are elected
Governors			
Chief Executive	1	Indefinite	N/A – by appointment as Chief Executive
Headteacher	1	Indefinite	N/A – by appointment as Headteacher
Chair	1	Annually	By Rowan Learning Trust Board resolution

Trust appointed governors	Up to 6 including the Chair	4 years	By Rowan Learning Trust Board resolution. The Board will take into account any representations made by the Local Advisory Board when considering the re-appointment of a Trust appointed governor. They will also ensure that the LAB has the following expertise: Finance, Curriculum, Education, Buildings / Estates, Local community representation and parental representation.
Associate Governors			
Staff Governors (1 teaching & 1 support)	2	2 years	Staff election – secret ballot organised by the school

Composition of a Local Governing Board (LGB)

Type of Member	Number	Term of Office	How they are elected
Chief Executive	1	Indefinite	N/A – by appointment as Chief Executive
Headteacher	1	Indefinite	N/A – by appointment as Headteacher
Chair	1	Annually	Local Governing Board resolution
Trust appointed governors	Up to 8 including the Chair	4 years	By Rowan Learning Trust Board resolution. The Board will consider any representations made by the Local Governing Body when considering the re-appointment of a Trust appointed governor.
Staff Governors (1 teaching staff /1 support minimum,	2	2 years	Staff election – secret ballot organised by the school
Parent Governor	2	2 years	Parent election – secret ballot organised by the school

Local School Governance Responsibilities



Governor Expectations

To fulfil the requirements of the role effectively governors are expected to:

- ✓ Support and uphold the strategic aims and objectives, ethos and values of the Rowan Learning Trust – this applies to all Headteachers and Governors
- ✓ Follow the RLT governors code of conduct
- ✓ Follow the Nolan Principles of Public Life and lead by example
- ✓ Be prepared to commit the time needed to meet the demands of the role, the needs of the school and the Trust
- ✓ Carry out their role with diligence, ambition and achieve the full potential of the school
- ✓ Represent the whole school community
- ✓ Commit to their own Continuous Professional Development including attendance at the RLT Governor training sessions

Local Boards

Local Governing Boards (LGB)

The Local Governing Board will meet four times a year, twice in the first term and once per term thereafter. The Trust will provide windows within which LGB and sub-committee meetings will be scheduled to ensure that work isn't duplicated and deadlines for statutory returns are met. In addition, Local Governing Boards will organise their two sub-committees to ensure that they meet their responsibility and accountability for the educational performance and effective and efficient use of resources.

Local Governing Boards will have the option to implement a standards committee at a frequency of their choosing if they deem it appropriate. The purpose of this of this committee, frequency of meetings and the terms of reference are agreed by the LGB.

The Headteacher and Local Governing Board is accountable to the Rowan Learning Trust Board of Trustees for the Educational Performance and Effective & Efficient Use of Resources within their school.

The Local Advisory Board (LAB)

The Local Advisory Board will meet four times a year, twice in the first term and once per term thereafter. In addition, the following sub-committees will run:

Standards Committee – This committee will have full delegated powers and will meet either at once every half term or term as directed by the CEO and RLT board. There will be RLT board representation on this committee and LA representation when appropriate.

School improvement, Curriculum and staffing – This committee will meet once a term and prior to the LAB meeting.

Premises and Community – This committee will meet once a term and prior to the LAB meeting.

The Headteacher and Local Advisory Board is accountable to the Rowan Learning Trust Board of Trustees for the Educational Performance and Effective & Efficient Use of Resources within their school.

The Rowan Learning Trust Board of Trustees will provide training and support to the LAB to assist them in the execution of their responsibility.

Interim Executive Board (IEB)

The organisation of an interim executive board will be determined by the Trust board based on the information provided by a governance review.

The Headteacher and Interim Executive Board is accountable to the Rowan Learning Trust Board of Trustees for the Educational Performance and Effective & Efficient Use of Resources within their school.

The Rowan Learning Trust Board of Trustees will provide training and support, as the IEB transitions to a LAB, to assist them in the execution of their responsibility.

Finance

Finance will be a standing item at each full governing board meeting. This scheme of delegation sets out the delegated responsibilities and accountability of the Headteacher and Local Boards. The Local Board is responsible and accountable for holding Senior Leaders to account for the Effective & Efficient Use of Resources along with monitoring the school budget.

Budget Setting

Indicative budgets must be in place and submitted to the chief finance officer by 1st April each year. Budgets must be presented to the RLT Finance, Audit and Risk committee in the summer term, for recommendation, prior to being authorised by the RLT Board.

Educational Performance

Educational performance is a key responsibility of the local governing board. This Scheme of Delegation sets out the delegated responsibilities and accountability of the Headteacher and local governing boards.

In addition, The Headteacher and Chair will attend the RLT School Improvement and Curriculum sub-committee to present the school position and discuss their plans. The frequency of attendance will be dependent on 'risk' / performance of the school. For example, a school in special measures will attend each, termly, RLT subcommittee meeting whilst a good or outstanding school with strong leadership may only attend once in an academic year.

School Self Evaluation and School Development / Improvement Plan

The Headteacher in conjunction with the Local Board will submit their School Development Plan and Summary SEF to the Chief Executive by the end of September each year.

Admissions (mainstream schools)		
Delegated Duty	Delegated Authority	Comment
Consultation on policy	Local Governing Board	All schools in the Trust will follow their Local Authorities admission policy for EYFS through to KS4 unless there is a specific reason to justify departure agreed with the CEO.
	Local Advisory Board	
Increase in numbers	RLT Board of Trustees	DfE consent is not required to increase numbers but any request must be submitted to the Trust board for consideration
Decrease in numbers	RLT Board of Trustees	DfE/RSC consent is required to decrease numbers and this request must be submitted by the Trust Board.
Temporary oversubscription	RLT Board of Trustees	Local Board to recommend to the Trust Board for approval
Change in oversubscription criteria	RLT Board of Trustees	Local Board to recommend to the Trust Board for approval
Appeals policy	Local Governing Board	Levels of Appeals to be reported to the CEO and Trust Board.
	Local Advisory Board	
Admissions (AP schools)		
Delegated Duty	Delegated Authority	Comment
Increase in numbers	RLT Board of Trustees	LA and RLT to agree. DfE, ESFA approve.
Decrease in numbers	RLT Board of Trustees	LA and RLT to agree. DfE, ESFA approve.
Temporary oversubscription	RLT Board of Trustees	The Headteacher consulting with the CEO. Recommend to the Trust Board for approval
Appeals policy	Local Governing Board	Levels of Appeals to be reported to the CEO and Trust Board.
	Local Advisory Board	

Premises		
Delegated Duty	Delegated Authority	Comment
Capital programmes below £30k within the approved annual budget.	Headteacher	The process will follow that outlined in the Procurement policy. To be planned by the Headteacher. Reported to the CEO, Local Board and the Trust Board.
High value capital programmes above £30k within the approved annual budget.	Headteacher	The process will follow that outlined in the Procurement policy. To be planned by the Headteacher in conjunction with the CEO and Director of Operations, reported to the Local Board and the Trust Board.
Capital programmes which require the use of reserves or exceed capital spend approved in the annual budget.	RLT Board of Trustees	The process will follow that outlined in the Procurement policy. To be planned by the Headteacher in conjunction with the CEO and Director of Operations, reported to the Local Board and authorised by the Trust Board.
Capital Programme Contract Variations	Local Governing Board	The Headteacher, consulting with the Director of Operations, must build in an appropriate contingency for all programmes to allow for some local contract variation during the programme. Note: The Trust Board must approve if the variation exceeds agreed capital spend in the annual budget.
	Local Advisory Board	
Health and Safety	Local Governing Board	It is the responsibility of the Local Board to ensure that health and safety legislation is adhered to and the appropriate health and safety certificates are in place. The operational compliance of this function will be monitored and audited by the Trust Board. Any notifiable incidents under Health and Safety regulations must also be reported to the CEO and Trust Board. Where there are immediate public health concerns these must be notified to the Chief Executive immediately the school becomes aware.
	Local Advisory Board	

Finance		
Delegated Duty	Delegated Authority	Comment
Income Generation	Local Governing Board	Any income generated by an individual School within the Trust belongs to that school for them to invest in the future learning of the students. The Local Board will monitor the activities carried out to ensure they meet the high professional standards the Trust requires, are properly marketed, adequate insurance and risk assessments are in place. The RLT receive reports from the Internal Auditors. Such income generation must appear as a separate entry in the management accounts, annual accounts, budgets and other financial information generated by the School.
	Local Advisory Board	
Insurance (building, indemnity and school trips)	RLT Board of Trustees	The Trust will use its purchasing power to ensure that all Academies receive best value and value for money with their insurance. Each School will have individual membership with the RPA, which is top-sliced from GAG funding before schools receive their allocation. Schools must monitor insurance cover to ensure it is adequate, fit for purpose and report any deficiencies to the CEO
Other Insurance (e.g. motor, sickness and maternity)	Local Governing Board	The Local Board must ensure that adequate insurance is in place for all motor vehicles owned and operated by the school. This must provide fully comprehensive cover for all authorised drivers and the school must maintain a log of all authorised drivers, the status of their driving licence and any penalty points. The school must also ensure all drivers are aware and comply with any restrictions imposed by the insurance company. The Rowan Learning Trust Board will stipulate what cover is required.
	Local Advisory Board	
Appoint Auditors	RLT Members	The same Auditors will work across the Trust.
Agree the Annual Report and Accounts	Local Governing Board	Each school must approve its own Annual Report and Accounts in the format specified by the Trust so that the Trust can prepare consolidated Annual Accounts for both ESFA and Companies house. Annual Accounts must be published on the school website and are also published on the RLT and DfE websites.
	Local Advisory Board	

Delegated Duty	Delegated Authority	Comment
Prepare Annual School Budget Plan	Headteacher	In consultation with the CFO & SBM. Shared with the CEO. The LGB or LAB have the option to scrutinise the budget prior to its submission to Trust. The Headteacher and Chair of Governors will present the budget to the Rowan Learning Trust Finance, Audit and Risk Committee and share it with their Local Boards. The budget must be approved by the Rowan Learning Trust Board.
Delegate Annual Budget	RLT Board of Trustees	The RLT board must approve each schools budget.
Vary Central Functions Levy	RLT Board of Trustees	The RLT board will in conjunction with the CEO review the Central Functions Levy annually and make variations as appropriate.
Prepare monthly management accounts.	School Business/Finance Manager	Shared with the Headteacher, CEO and CFO, circulated to chair of Local Board by SBM, and reported to Chair of the Trust Board monthly.
Appoint Accounting Officer	RLT Board of Trustees	This is the Chief Executive for all schools in the Trust.
Investments	RLT Board of Trustees	Investments are high risk and should be avoided. Surplus monies will be placed on deposit individually by each school in a Trust-approved high-interest bank account, in compliance with the RLT Investments policy. Local Board to recommend to the Trust Board for their approval
IT Software	Headteacher	Purchase of or use of free source software must be in consultation with the Director of Operations and any purchases comply with the financial delegations. Software can only be installed in accordance with Trust data security policies.
IT Hardware	Headteacher	Purchase of hardware must be in consultation with the Director of Operations and any purchase comply with the financial delegations.
Service Level Agreements / Contracts	Headteacher (in line with procurement thresholds)	Depending on the context of each School, each School may have different SLAs/Contracts in place. Any new SLAs / contracts or renewals of existing SLAs / contracts must be submitted to the Director of Operations for approval before signing. This is to enable to Trust to procure collectively and achieve value for money.

Delegated Duty	Delegated Authority	Comment
Charging and remissions policy for activities	RLT Board of Trustees	Variation on the policy for AP schools by agreement with the CEO.
Commercial sponsorship arrangements	RLT Board of Trustees	
Finance Agreements	RLT Board of Trustees	Finance Agreements or Operational Lease Agreements must be specifically approved by the Trust Board as they require DfE approval given the significant long-term risk that they can bring.
Educational		
Delegated Duty	Delegated Authority	Comment
Behaviour and Student Discipline Policy	Local Governing Board	The Policy must be in accordance with the Trust guidelines on Behaviour and Student Discipline and must be published on the school website in accordance with DfE guidelines.
	Local Advisory Board	
Fixed Term Exclusions	Headteacher	The Local Board must be notified of fixed term exclusions for the term at each meeting of the full Local Board.
Permanent Exclusions	Headteacher, reviewed by Local Board	Permanent exclusions: The CEO must be notified immediately the decision is taken. If the Local Board upholds the exclusion and the parent requests an appeal the RLT must be contacted to arrange a buy-back of an Independent Review Panel.
Safeguarding	Local Governing Board	The Policy must be in accordance with statutory guidance (KCSiE) and the Trust guidelines on Safeguarding and must be published on the school website in accordance with DfE guidelines.
	Local Advisory Board	
Complaints Policy	RLT Board of Trustees	
Curriculum Design	Headteacher It is a requirement of the School Funding Agreement that a broad and balanced curriculum is provided.	Where a LGB is in place the Headteacher will set the curriculum which must be approved by the Local Board. Where an IEB of LAB are in place the Headteacher will set the curriculum which must be discussed with the with the CEO prior to receiving Local Board approval.

Delegated Duty	Delegated Authority	Comment
Review and Monitor Curriculum Design and implementation	Local Governing Board	
	Local Advisory Board	It will be monitored by the CEO or a person appointed by the CEO.
Provision of Religious Education	Headteacher	It is a requirement of the School Funding Agreement that Religious Education is provided. AP academies are exempt.
Provision of Sex Education	Headteacher	
Provision of Collective Worship	Headteacher	It is a requirement of the School Funding Agreement that Religious Education is provided. AP academies are exempt.
PSHE provision	Headteacher	
CEIAG provision	Headteacher	School should place the eight Gatsby Career Benchmarks at the heart of its strategy.
Provision of Free School Meals	Headteacher	
Adoption and Review of home-school agreements	Headteacher	
Format of School Day	Local Governing Board	
	Local Advisory Board	Reported to the CEO and Rowan Learning Trust Board
Length of School Day	Local Governing Board	Reported to the CEO and Rowan Learning Trust Board
	Local Advisory Board	Recommendation by the Local Board, approved by the CEO, reported to the Rowan Learning Trust Board
Pattern of school term and school holidays	Local Governing Board	
	Local Advisory Board	
Target Setting for Students	Headteacher	
Maintain school SEF	Headteacher	Presented to the Local Board and made available to the CEO and Director of School Improvement
Issuing Press Statements	Headteacher	Press statements must be approved by the CEO (taking legal advice if appropriate) in advance them being issued.

Delegated Duty	Delegated Authority	Comment
Forming Federations or Alliances	RLT Board of Trustees	
Providing school to school support outside the Trust	Local Governing Board	Headteacher recommendation, CEO approval not required
	Local Advisory Board	Prior approval of CEO is required
Whistleblowing Policy	RLT Board of Trustees	
Social Media Policy	RLT Board of Trustees	
Governance		
Delegated Duty	Delegated Authority	Comment
Appoint or Remove Trust Governors	RLT Board of Trustees	
Increase size of LGB	RLT Board of Trustees	
Decrease Size of LGB	RLT Board of Trustees	
Suspend Chair of LGB	RLT Board of Trustees	
Suspend Local Board member who is not a Trust appointee	Local Governing Board	CEO to be consulted in advance
	Local Advisory Board	N/A
Suspend Local Board member who is a Trust appointee	RLT Board of Trustees	
Fill vacancy of parent governors	Local Governing Board	Secret ballot organised by the school
	Local Advisory Board	N/A
Appoint associate governors	Local Governing Board	N/A
	Local Advisory Board	Secret ballot organised by the school
Elect chair of Local Board (LGB)	Local Governing Board	Excluding anybody with a clear conflict of interest and any employee of the Trust

Delegated Duty	Delegated Authority	Comment
Elect chair of Local Board (LAB & IEB)	Rowan Learning Trust Board	The chair must have 3 or more years' experience either as a chair of an LGB or as a senior leader in a good or better school. The Chair of an IEB could also be a NLG or NLE. Excluding anybody with a clear conflict of interest (this cannot be an employee of the Trust).
Elect vice-chair of Local Board	Local Governing Board Local Advisory Board	Excluding anybody with a clear conflict of interest
Elect chair and vice chair of Local Board sub committees	Local Governing Board Local Advisory Board	Excluding anybody with a clear conflict of interest

Financial Levels of Authority*

All procurement must be carried out in compliance with the principles of the EU Treaties, include 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, 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.

*These will be reviewed by the CEO and CFO amended appropriately in line with the latest published Academies Financial Handbook.

Delegated Duty	Value	Delegated Authority	Comment
Authorising monthly salary payments	In line with the salary budget	Headteacher, Finance Manager or designated school HR representative	Report to the Local Board on any anomalies
Signatures for Cheques	Up to £10,000	Any two signatures in line with the Bank Mandate	
	Any amounts over £10,000	Amend wording to: Two signatures in accordance with the bank mandate and one must be the HT or RLT	
Signatures for BACS payment authorisations and other bank transfers	Up to £20,000	Any two signatures in line with the Bank Mandate	
	Any amounts between £20,000 -49,999	Two signatures in accordance with the bank mandate and one must be the HT or RLT	
	£50,000 +	Two signatures in line with the bank mandate which must be HT & RLT	
Signatories for grant claims and DfE Returns	Unlimited	The Finance Manager and one of the following: <ul style="list-style-type: none"> • Chair of the Trust • Chief Executive/Accounting Officer • Headteacher 	Two signatories, or as required by DfE/ESFA

Delegated Duty	Value	Delegated Authority	Comment
Virement of budget provision between budget headings	Within a Faculty	Business Manager & Budget Holder	Virement within a department at discretion of Finance Manager in consultation with budget holder.
	Up to £30,000	Headteacher & Business Manager	Reported to the Local Board
	£30,001 - £50,000	Local Board	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £50,000	Chief Executive, Chief Finance Officer and chair of the Local Board	Reported to the Local Board and the Rowan Learning Trust Finance, Audit and Risk Committee
Transfer of reserves into the annual budget, per year, for response to COVID 19	Up to £30,000	Headteacher	Reported to CEO and the Local Board
	Over £30,000	Headteacher and CEO	Approved by the Local Board and reported to the Rowan Learning Trust Finance, Audit and Risk Committee
Transfer of reserves into the annual budget (per year) for any other reason	Up to £5000	Headteacher and CEO	Reported to the Local Board
	Up to £10,000	Headteacher and CEO	Approved by the Local Board and reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £10,000	Rowan Learning Trust Finance, Audit and Risk Committee	Report to the Rowan Learning Trust Board

Delegated Duty	Value	Delegated Authority	Comment
Disposal of assets	Up to £5000	Headteacher	Reported to the Local Board
	Up to £20,000	Chief Executive, Headteacher and chair of Local Board	Reported to the Local Board and the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £20,000	Chief Executive, chair the Local Board and the Rowan Learning Trust Finance, Audit and Risk Committee and DfE	DfE approval required for disposal of assets funded with more than £20,000 of DfE grant or transferred from the LA at nominal consideration
Write-off bad debts	Up to £500	Headteacher	Reported to the Local Board
	Up to £1000	Chief Executive, Headteacher and chair Local Board	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £1,000	Chair of Local Board, Rowan Learning Trust Finance, Audit and Risk Committee plus DfE approval	Report to the Rowan Learning Trust Board
Write-off overpayments to staff	Up to £500	Headteacher	Reported to the Local Board
	Up to £1,000	Chief Executive, Headteacher and chair of Local Board	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £1,000	Chief Executive, chair of Local Board and Trust Board member	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee

Delegated Duty	Value	Delegated Authority	Comment
Petty Cash	£300 (Primary, Secondary and TT Whelley) £500 (TT Hindley)	Operated by the administration assistant Checked by the Business Manager	Maximum of £50* per individual item Three Towers – Maximum of £100* per individual item *limit can be exceeded in exceptional circumstances with prior agreement from the CEO.
Authority to incur expenditure within approved annual budget	£0 to £30,000 £30,001 to £60,000 £60,001 to OJEU threshold* Above OJEU threshold*	Headteacher Local Board Board of Trustees Board of Trustees	Headteacher will delegate responsibility for individual faculty & departmental budgets as appropriate. Refer to the competitive tendering policy and consult the Director of operations. Assistance should be sought from RLT to run a formal tender process. Formal OJEU tender process must be followed. *OJEU threshold is £181,302 for supply, design & services, and £4.5m for building works.
Authority to incur capital expenditure, from reserves, outside approved annual budget	£0 to £30,000 £30,001 to £60,000 £60,001 to OJEU threshold* Above OJEU threshold*	Rowan Learning Trust Finance, Audit and Risk Committee Rowan Learning Trust Finance, Audit and Risk Committee Board of Trustees Board of Trustees	Formal OJEU tender process must be followed. *OJEU threshold is £181,302 for supply, design & services, and £4.5m for building works.

Delegated Duty	Value	Delegated Authority	Comment
Purchase or sale of freehold property	Any	RLT Board of Trustees plus DfE approval required	
Granting or taking up of any leasehold or tenancy agreement exceeding 1 year	Any	RLT Board of Trustees (DfE approval required for lease 3 years+)	
Any guarantees, indemnities and letters of comfort entered into	Any	RLT Board of Trustees, plus DfE approval required	
Ex-gratia payments	Any	Headteacher, Chief Executive, Local Board plus DfE approval required	
Defending Legal Claims	Any	Local Board	Assisted by the Trust Board/Chief Executive
Compromising Legal claims	Any	RLT Board of Trustees	May be delegated to the Chief Executive, chair of the Board depending on monetary sum
Issuing legal Claims	Any	Local Board	The Trust Board must know in advance. May be delegated to the Chief Executive or chair of the Board
Investigate Financial Irregularities	Any	RLT Board of Trustees, Chief Executive, Headteacher	Within a finance team in a school – Headteacher Within a school potentially involving the Headteacher and/or school Finance Manager – Chief Executive Within the Trust potentially involving the Chief Executive and/or CFO – The Trust Board

Note: For further detail please refer to the RLT Finance Manual

HR Levels of Authority

APPOINTMENTS (LGB)	
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.	
Headteacher	Chief Executive, Chair of RLT and a board member, chair or vice chair of the local governing board member and at least two other members of the Local Board
Deputy Headteacher	Chief Executive, Headteacher, a local governing board member and at least two others determined by the Headteacher
Senior support staff posts, e.g. finance	Headteacher, a Local Board member, CFO (if finance), and at least two others determined by the Headteacher
Assistant Headteacher	Headteacher, Deputy Headteacher, a local governing board member and at least two others determined by the Headteacher
Associate/Aspirant Leader	Headteacher, Deputy or Assistant Headteacher, a local governing board member and at least two others determined by the Headteacher
TLR 1 Posts	Headteacher, Deputy or Assistant Headteacher, and a local governing board member
TLR 2 Posts	Headteacher, Deputy or Assistant Headteacher and Head of Faculty (or equivalent)
All other Teaching posts	Headteacher, Deputy or Assistant Headteacher and Head of Faculty/Department (or equivalent)
All Professional Support Staff posts (other than senior)	SLT member, Business Manager and one other determined by the Headteacher

APPOINTMENTS (LAB)

**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.**

Headteacher	Chief Executive, Chair of RLT and a board member, chair or vice chair of the Local Board and at least two other members of the Local Board
Deputy Headteacher	Chief Executive, Headteacher, chair or vice chair of the Local Board, a Local Board member and at least two others determined by the Headteacher
Senior support staff posts, e.g. finance	Chief Executive, Headteacher, a Local Board member, CFO (if finance), and at least two others determined by the Headteacher
Assistant Headteacher	Chief Executive, Headteacher, Deputy Headteacher, a Local Board member and at least two others determined by the Headteacher
Associate/Aspirant Leader	Member of the RLT central team, Headteacher, Deputy or Assistant Headteacher, a Local Board and at least two others determined by the Headteacher
TLR 1 Posts	Member of the RLT central team, Headteacher, Deputy or Assistant Headteacher, and a Local Board
TLR 2 Posts	Headteacher, Deputy or Assistant Headteacher and Head of Faculty (or equivalent)
All other Teaching posts	Headteacher, Deputy or Assistant Headteacher and Head of Faculty/Department (or equivalent)
All Professional Support Staff posts (other than senior)	SLT member, Business Manager and one other determined by the Headteacher

DISCIPLINARY CASES AND DISMISSALS

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

- Disciplinary (including suspension)
- Capability (professional competence)
- Ill Health Capability
- Redundancy (The LAB will have determined that there is a redundancy situation)
- Some other substantial situation

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

Posts	Decision Panel	Appeal Panel
Headteacher	Chair of Local Board, RLT board member and another Local Board member	3 Board members
Deputy Headteacher and SLT Members including senior support staff, e.g. finance	Chair of Local Board and two other Local Board members	At least 1 board member, with the remainder of the panel made up of Local Board members
All other School posts	Chair of Local Board and two other Local Board members	At least 1 board member, with the remainder of the panel made up of Local Board members

OTHER HR FUNCTIONS	
Compromise Agreements	Delegated Authority
Compromise agreements up to and including £10,000	Headteacher to agree terms, in consultation with Trust HR Manager, approved by the CEO, Headteacher to sign.
Compromise agreements between £10,000 and £49,999	Headteacher to agree terms, in consultation with Trust HR Manager, approved by the RLT board, Chief Executive to sign.
Compromise agreements more than £50,000	Chief Executive and Board of Trustees to agree terms, in consultation with the Trust HR Manager. Chair of the Board to sign. Approval must be sought from the ESFA/DfE

Signature of Letter of Appointments	Delegated Authority
Headteacher	Chief Executive
All other posts	Headteacher
Teachers Pay – Threshold/UPS	Headteacher
Acting up Payments/Additional Payments	Delegated Authority
Headteacher	Chief Executive, Board Member and Chair or Vice Chair of Local Board
Deputy Headteacher	Local Board
All other School Staff	Headteacher
Performance Management	Delegated Authority
Headteacher	Chief Executive
Deputy Headteacher	Headteacher
All other school posts	In accordance with the list of appointed reviewers approved by the Headteacher

Changes to Pay and Structures	
Local Governing Board	Delegated Authority
School staffing restructures.	Headteacher and then approved by the Local Board. CEO and Trust Director of HR to be consulted prior to seeking approval.
Re-grading/re-designation/increase in hours up to £7,500 (including 30% on costs)	Headteacher and then reported to the Local Board. Director of HR to be consulted.
Re-grading/re-designation/increase in hours between £7,500 and £20,000 (including 30% on costs)	Headteacher, approved by the CEO and then reported to the Local Board and Rowan Learning Trust Finance, Audit and Risk Committee. Director of HR to be consulted.
Re-grading/re-designation/increase in hours over £20,000 (including 30% on costs)	Headteacher and CEO and then approved by the Rowan Learning Trust Finance, Audit and Risk Committee and reported to the Local Board. Director of HR to be consulted.
Creation of permanent or temporary posts within a School with salary below £20,000 (including 30% on costs)	Headteacher then reported to the Local Board. Trust Director of HR to be consulted.
Creation of permanent or temporary new posts within a School with salary between £20,000 and £55,000 (including 30% on costs)	Headteacher, approved by the CEO and then reported to the Local Board and Rowan Learning Trust Finance, Audit and Risk Committee. Director of HR to be consulted.
Creation of permanent or temporary new posts within a School with salary above £55,000 (including 30% on costs)	Headteacher and CEO and then approved by the Rowan Learning Trust Finance, Audit and Risk Committee and reported to the Local Board. Director of HR to be consulted.
Revisions to Pay and Conditions (must be made by collective agreement)	RLT Board of Trustees
Authorisation of early retirement applications.	Chief Executive, Headteacher and approved by the Rowan Learning Trust Finance, Audit and Risk Committee and reported to the Local Board. Director of HR to be consulted.
Determination of Headteacher's pay range	Rowan Learning Trust Finance, Audit and Risk Committee or RLT Board of Trustees
Determination of pay progression of the Headteacher within their pay grade	Automatic pay progression from September 2020 unless there is a capability issue identified through the performance management process. In which case the RLT Pay committee.

Determination of pay progression of all teaching staff within their pay grade (including Threshold)	Automatic pay progression from September 2020 unless there is a capability issue identified through the performance management process. In which case the Headteacher will present a recommendation to the RLT Pay committee.
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Changes to Pay and Structures	
Local Advisory Board	Delegated Authority
School staffing restructures.	Headteacher and CEO then approved by the Local Board. Trust HR Manager to be consulted prior to seeking approval.
Re-grading/re-designation/increase in hours up to £7,500 (including 30% on costs)	Headteacher, approved by the CEO then reported to the Local Board. Director of HR to be consulted.
Re-grading/re-designation/increase in hours between £7,500 and £20,000 (including 30% on costs)	Headteacher, approved by the CEO and then reported to the Local Board and Rowan Learning Trust Finance, Audit and Risk Committee. Director of HR to be consulted.
Re-grading/re-designation/increase in hours over £20,000 (including 30% on costs)	Headteacher and CEO and then approved by the Rowan Learning Trust Finance, Audit and Risk Committee and reported to the Local Board. Director of HR to be consulted.
Creation of permanent or temporary posts within a School with salary below £20,000 (including 30% on costs)	Headteacher, approved by the CEO then reported to the Local Board. Director of HR to be consulted.
Creation of permanent or temporary new posts within a School with salary between £20,000 and £55,000 (including 30% on costs)	Headteacher and CEO and then approved by the Rowan Learning Trust Finance, Audit and Risk Committee and reported to the Local Board. Director of HR to be consulted.
Creation of permanent or temporary new posts within a School with salary above £55,000 (including 30% on costs)	Headteacher and CEO and then approved by the Rowan Learning Trust Finance, Audit and Risk Committee and reported to the Local Board. Director of HR to be consulted.
Revisions to Pay and Conditions (must be made by collective agreement)	RLT Board of Trustees
Authorisation of early retirement applications.	Chief Executive, Headteacher and approved by the Rowan Learning Trust Finance, Audit and Risk Committee and reported to the Local Board. Director of HR to be consulted.
Determination of Headteacher's pay range	Rowan Learning Trust Finance, Audit and Risk Committee or RLT Board of Trustees

Determination of pay progression of the Headteacher within their pay grade	Automatic pay progression from September 2020 unless there is a capability issue identified through the performance management process. In which case the RLT Pay committee.
Determination of pay progression of all teaching staff within their pay grade (including Threshold)	Automatic pay progression from September 2020 unless there is a capability issue identified through the performance management process. In which case the Headteacher will present a recommendation to the RLT Pay committee.

Any other delegated Authority not described above would need to be referred to the RLT Board of Trustees for a decision

Scheme of Delegation for Central Services

Premises – Trust Offices		
Delegated Duty	Delegated Authority	Comment
Capital programmes below £30k within the approved annual budget.	CEO	Need to be planned and authorised by the Chief Executive in conjunction with the Director of Operations and reported to the Trust Board.
High value capital programmes above £30k within the approved annual budget.	CEO	High value capital programmes above £30k need to be planned and authorised by the Chief Executive in conjunction with the CFO and Director of Operations and reported to the Trust Board.
Capital programmes which require the use of reserves or exceed capital spend approved in the annual budget.	RLT Board of Trustees	The process will follow that outlined in the Procurement policy. To be planned by the CEO, CFO and Director of Operations and authorised by the Trust Board.
Capital Programme Contract Variations	CEO	The Chief Executive, consulting with the Director of Operations, must build in an appropriate contingency for all programmes to allow for some local contract variation during the programme.
Health and Safety	CEO	It is the responsibility of the Chief Executive 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 monitored and audited by the Trust Board. Any notifiable incidents under Health and Safety regulations must also be reported to the Trust Board. Where there are immediate public health concerns these must be notified to the Chair of the Board immediately the Chief Executive becomes aware.

Finance – Central Budget		
Delegated Duty	Delegated Authority	Comment
Income Generation	CEO	The CEO will monitor the activities carried out to ensure they meet the high professional standards the Trust requires, are properly marketed, adequate insurance and risk assessments are in place. The RLT receive reports from the Internal Auditors. Such income generation must appear as a separate entry in the management accounts, annual accounts, budgets and other financial information generated by the School.
Insurance (buildings and indemnity)	CEO	The CFO must monitor insurance cover to ensure it is adequate, fit for purpose and report any deficiencies to the CEO.
Other Insurance (e.g. sickness and maternity)	CEO	The CFO must monitor insurance cover to ensure it is adequate, fit for purpose and report any deficiencies to the CEO.
Appoint Auditors	RLT Members	The same Auditors will work across the Trust.
Agree the Annual Report and Accounts	RLT Board of Trustees	Each school must approve its own Annual Report and Accounts in the format specified by the Trust so that the Trust can prepare consolidated Annual Accounts for both ESFA and Companies house. Annual Accounts must be published on the school website and are also published on the RLT and DfE websites.
Prepare Annual Central Trust Budget Plan	CEO	In consultation with the CFO. Shared with the CEO. The budget must be approved by the Rowan Learning Trust Board.
Delegate Annual Budget	RLT Board of Trustees	The RLT board must approve the central trust budget.
Prepare monthly management accounts.	CFO	Shared with the CEO and Chair of the Trust Board and reported to Rowan Learning Trust Board.
Appoint Accounting Officer	RLT Board of Trustees	This is the Chief Executive for all schools in the Trust.
Investments	RLT Board of Trustees	Investments are high risk and should be avoided. Surplus monies will be placed on deposit individually by each school in a Trust-approved high-interest bank

		account, according to the RLT Investments policy. Local Board to recommend to the Trust Board for their approval
IT Software	CEO	Purchase of or use of free source software must be in consultation with the Director of Operations and any purchase comply with the financial delegations. Software can only be installed in accordance with Trust data security policies.
IT Hardware	CEO	Purchase of hardware must be in consultation with the Director of Operations and any purchase comply with the financial delegations.
Service Level Agreements / Contracts	CEO (in line with procurement thresholds)	Depending on the context of each School, each School may have different SLAs/Contracts in place. Any new SLAs / contracts or renewals of existing SLAs / contracts must be submitted to the Director of Operations for approval before signing. This is to enable to Trust to procure collectively and achieve value for money.

Financial Levels of Authority*

*These will be reviewed by the CEO and CFO amended appropriately in line with the latest published Academies Financial Handbook. Note: For further detail please refer to the RLT Finance Manual.

Delegated Duty	Value	Delegated Authority	Comment
Authorising monthly salary payments	In line with the salary budget	Headteacher, Finance Manager or designated school HR representative	Report to the Local Board on any anomalies
Signatures for Cheques	Up to £10,000	Any two signatures in line with the Bank Mandate	
	Any amounts over £10,000	Amend wording to: Two signatures in accordance with the bank mandate and one must be the HT or RLT	
Signatures for BACS payment authorisations and other bank transfers	Up to £20,000	Any two signatures in line with the Bank Mandate	
	Any amounts between £20,000 -49,999	Two signatures in accordance with the bank mandate and one must be the HT or RLT	
	£50,000 +	Two signatures in line with the bank mandate which must be HT & RLT	
Signatories for grant claims and DfE Returns	Unlimited	The Finance Manager and one of the following: <ul style="list-style-type: none"> • Chair of the Trust • Chief Executive/Accounting Officer • Headteacher 	Two signatories, or as required by DfE/ESFA

Delegated Duty	Value	Delegated Authority	Comment
Virement of budget provision between budget headings	Within a budget line	Budget Holder	Virement within a department at discretion of Finance Manager in consultation with budget holder.
	Up to £30,000	CEO and CFO	Reported to the Trust board
	£30,001 - £50,000	Rowan Learning Trust Finance, Audit and Risk Committee	Reported to the Trust board
	Over £50,000	Trust board	
Transfer of reserves into the annual budget, per year, for response to COVID 19	Up to £30,000	CEO and CFO	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £30,000	Rowan Learning Trust Finance, Audit and Risk Committee	Reported to the Trust Board
Transfer of reserves into the annual budget (per year) for any other reason	Up to £30,000	CEO	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £30,000	Rowan Learning Trust Finance, Audit and Risk Committee	Reported to the Trust Board
Disposal of assets	Up to £20,000	Chief Executive and CFO	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £20,000	Chief Executive, The Rowan Learning Trust Finance, Audit and Risk Committee and DfE	DfE approval required for disposal of assets funded with more than £20,000 of DfE grant or transferred from the LA at nominal consideration
Write-off bad debts	Up to £1000	Chief Executive and CFO	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee

	Over £1,000	Rowan Learning Trust Finance, Audit and Risk Committee plus DfE approval	Report to the Rowan Learning Trust Board
Write-off overpayments to staff	Up to £1,000	Chief Executive, CFO and chair of RLT board	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £1,000	Chief Executive, chair of Local Board and Trust Board member	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
Authority to incur expenditure within approved annual budget	£0 to £60,000	CEO	CEO will delegate responsibility for individual budgets as appropriate.
	£60,001 to OJEU threshold*	Board of Trustees	Refer to the competitive tendering policy and consult the Director of operations.
	Above OJEU threshold*	Board of Trustees	Assistance should be sought from RLT to run a formal tender process. Formal OJEU tender process must be followed. *OJEU threshold is £181,302 for supply, design & services, and £4.5m for building works.
Ex-gratia payments	Any	Chief Executive, RLT Board and DfE approval required	
Defending Legal Claims	Any	CEO / RLT Board of Trustees	
Compromising Legal claims	Any	CEO / RLT Board of Trustees	May be delegated to the Chief Executive, chair of the Board depending on monetary sum
Issuing legal Claims	Any	CEO / RLT Board of Trustees	The Trust Board must know in advance. May be delegated to the Chief Executive or chair of the Board
Investigate Financial Irregularities	Any	CEO / RLT Board of Trustees	Within the Trust potentially involving the Chief Executive and/or CFO – The Trust Board

HR Levels of Authority

APPOINTMENTS	
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	
Chief Executive	Trust Board (minimum of 3 members, with non-voting co-optees as required)
Trust posts above G8 or equivalent	Chief Executive, Board member and one other as determined by the Chief Executive
All other Trust posts	Chief Executive, and two others as determined by the Chief Executive
Signature of Letter of Appointments	Delegated Authority
Chief Executive	Chair of Board
All other Trust posts	Chief Executive
Acting up Payments/Additional Payments	Delegated Authority
Chief Executive	Board of Trustees
All other Trust posts	Chief Executive
Performance Management	Delegated Authority
Chief Executive	Chair of Trust Board
All other Trust posts	According to line management structure

DISCIPLINARY CASES AND DISMISSALS

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

- Disciplinary (including suspension)
- Capability (professional competence)
- Ill Health Capability
- Redundancy (The LGB will have determined that there is a redundancy situation)
- Some other substantial situation

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

Posts	Decision Panel	Appeals Panel
Chief Executive	3 Board Members	3 Board members, or 2 Board members and optional independent member
Trust posts above G8 or equivalent	3 Board Members	3 Board members, or 2 Board members and optional independent member
All other Trust posts	3 Board Members	3 Board members, or 2 Board members and optional independent member

OTHER HR FUNCTIONS

Compromise Agreements	Delegated Authority
Compromise agreements up to and including £10,000	CEO to agree terms, in consultation with Director of HR CEO to sign
Compromise agreements in excess of £10,000	CEO to agree terms, in consultation with Director of HR Chair of Board to sign
Compromise agreements in excess of £50,000	Chief Executive and Board of Trustees to agree terms, in consultation with the Director of HR. Chair of the Board to sign. Approval to be sought from the ESFA/DfE

Changes to Pay and Structures	Delegated Authority
Trust staffing restructures.	CEO and then approved by the Board. Director of HR, CFO and DOO to be consulted prior to seeking approval.
Re-grading/re-designation/increase in hours up to £20,000 (including 30% on costs)	CEO, having conducted a benchmarking exercise, and then reported to the Board. Director of HR to be consulted.
Re-grading/re-designation/increase in hours over £20,000 (including 30% on costs)	CEO, having conducted a benchmarking exercise, and then approved by the Board. Director of HR to be consulted.
Creation of permanent or temporary posts with salary up to £55,000 (including 30% on costs)	CEO then reported to the Board. Director of HR to be consulted.
Creation of permanent or temporary new posts with salary above £55,000 (including 30% on costs)	Chief Executive, and approved by the Board. Trust HR Manager to be consulted.
Revisions to Pay and Conditions (must be made by collective agreement)	Rowan Learning Trust Board
Authorisation of early retirement applications.	Chief Executive, and approved by the Board. Director of HR to be consulted.
Determination of CEO's pay range	Board of Trustees

Any other delegated Authority not described above would need to be referred to the Trust Board for a decision