

# Leeds Diocesan Learning Trust (LDLT)

Company Number 13687278

Scheme of Delegation

between

LDLT

and

The Local Academy Council of

[NAME OF ACADEMY]

**Last Amendment Date: 09.09.22**

**Policy Reviewed and Adopted by Board of Directors: May 2022**

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**Responsible Officer: CFO/CEO**

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For Circulation

## 1. Introduction

This Scheme of Delegation has been adopted by the Directors from the Effective Date in accordance with the provisions of the Leeds Diocesan Learning Trust's Articles and it should be read in conjunction with the Articles of Association. References in this Scheme of Delegation to numbered Articles, are to the relevant clause of the Leeds Diocesan Learning Trust's Articles of Association.

This Scheme should also be read in conjunction with:

- 1.1. The Directors' strategic plans and policies for the Academy; and
- 1.2. Any budget set for the Academy; and
- 1.3. Any directions given or rules and regulations set by the Directors.

## 2. Definitions

- 2.1. 'Academy' means the academy named at the beginning of this Scheme of Delegation and includes all sites upon which the academy undertaking is, from time to time, being carried out.
- 2.2. 'Articles of Association' means the articles of association of the Leeds Diocesan Learning Trust available on the Trust's website.
- 2.3. 'Bishop' means the Bishop of the Anglican Diocese of Leeds in which the Academy Trust Company is situated and includes any person exercising jurisdiction in his name and any person delegated by him, including officers of the Diocese.
- 2.4. 'Board of Directors' means the Board of Directors of Leeds Diocesan Learning Trust.
- 2.5. 'Chair' means the chair of the Board of Directors or the chair to the Local Academy Council of the Academy appointed from time to time, as appropriate.
- 2.6. 'Chief Executive Officer (CEO)' means the senior executive leader in the trust responsible for the day-to-day operations of the trust and oversight of all academies in line with the Trust Board requirements.
- 2.7. 'Chief Finance Officer (CFO)' means the senior finance leader in the trust responsible for the day-to-day financial operations of the trust and oversight of all financial matters of all academies in line with the Trust Board requirements.
- 2.8. 'Clerk' means the clerk to the Board of Directors and/or the clerk to the Local Academy Council of the Academy appointed from time to time, as appropriate, and includes a joint, assistant or deputy clerk.
- 2.9. 'Delegated Functions' means the functions delegated by the Leeds Diocesan Learning Trust in accordance with the table shown in Appendix 2.
- 2.10. 'Diocese' or 'Diocesan' means the education service provided by the diocese, which may also be known, or referred to, as the Diocesan Board of Education constituted under the Diocesan Board of Education Measure 2021.
- 2.11. 'Site Trustees' means those trustees holding the site of any Academy and providing it to the Company for use and occupation by that Academy.
- 2.12. Directors' means directors appointed to the Board of the Leeds Diocesan Learning Trust appointed pursuant to Article 6.9(b) in relation to 6.2 -6.9.

- 2.13. 'Governors' means the governors appointed and elected to the Local Academy Council of the Academy.
- 2.14. 'Local Academy Council' means any committee established by the Directors pursuant to Article 100-102 and 104 of the Articles of Association to carry out specified functions in relation to the Academy as delegated by the Directors.
- 2.15. 'Member' means a member of the Leeds Diocesan Learning Trust appointed pursuant to Article 8 of the Articles of Association.
- 2.16. 'Leeds Diocesan Learning Trust' means the company responsible for the management of the Academy and, for all purposes, means the employer of staff at the Academy.
- 2.17. 'Principal' means the headteacher or executive headteacher and is the person named as the headteacher of the academy for Ofsted purposes.
- 2.18. 'Reserved Matters' means the matters that the Directors have determined will not be delegated and will be dealt with exclusively by them.
- 2.19. 'Vice-Chair' means the vice-chair of the Board of Directors or the vice-chair of the Academy Council of the Academy elected from time to time, as appropriate.
- 2.20. 'Memoranda of understanding (MOU)' means the formal agreements between DfE and the Church of England. The MoU sets out the understandings and conditions that apply to the formation and operation of Church MATs.

### 3. General

- 3.1. The Leeds Diocesan Learning Trust (LDLT) is a multi-academy trust which operates as a charity and company limited by guarantee. The Company is governed by a Board of Directors who are responsible for, and oversee, the management and administration of the company and the academies run by the company.
- 3.2. The Board of Directors are responsible for, and oversee, the management and administration of the LDLT and the academies run by the Trust, including the Academy. The Directors have overall responsibility and ultimate decision-making authority for all the work of LDLT. These responsibilities are largely carried out through strategic planning and the setting of policy.
- 3.3. Where the Academy is designated as a Church of England academy, the Directors are also accountable to the Leeds Diocesan Board of Education (LDBE) under the provision of the DBE Measure 2021, and to the Trustees of the school site (as that term is defined in the Articles) to ensure that the Academy is conducted as a Church of England school.
- 3.4. The Directors are also accountable to external government agencies including the Charity Commission, the Department for Education (DfE) and the Education & Skills Funding Agency (ESFA) including their successor bodies. LDBE and external government agencies hold LDLT to account for the quality of the education, the financial propriety and the value they provide, and they require that LDLT has systems in place through which they can assure themselves of such quality, safety and good practice.
- 3.5. In order to discharge these responsibilities, it is LDLT's preference and usual practice for Directors to exercise the option as set out in the Articles of Association to appoint people with appropriate skills and knowledge to serve on a Local Academy Council (LAC) to assist with the good governance of the Academy (in accordance with Articles 100-102 ...the

*Directors may appoint committees to be known as Local Academy Councils for each academy and 104 ... the functions, duties and proceedings of the Local Academy Council or committees shall be subject to regulations made by the Directors from time to time of the Articles of Association).* Directors can appoint the same Local Academy Council for more than one Academy (usual practice where two schools share the same head teacher). It is envisaged that the only time a LAC would not be appointed is if a school joining the Trust is in an Ofsted category and the Directors consider an interim local governance arrangement is necessary. The Directors' and LAC's obligations must be carried out in accordance with any Diocesan policy or protocol.

- 3.6. This Scheme of Delegation explains the ways in which the Directors fulfil their responsibilities for the leadership and management of the Academy, the respective roles and responsibilities of the Directors and the members of the LAC and the commitments to each other to ensure the success of the Academy. This Scheme of Delegation serves as the terms of reference for the delegation of powers and responsibilities by the Directors to the LAC.

## 4. Ethos and Vision Statement

- 4.1. The Academy's vision is as follows:

**Serving and celebrating our unique schools and communities, we will love, live and learn together. Valuing our pupils, staff, governors, and team as people of God, we will deliver transformational learning and the flourishing of all.**

- 4.2. The full vision statement for the Trust is set out on the company website: <https://ldlt.co.uk/>
- 4.3. The Academy will seek to ensure that it develops and maintains strong relationships with the other academies in LDLT, especially where they are in the same or adjacent parishes as well as other schools, agencies and businesses in the local community.

## 5. Members' Powers and Responsibilities

The Members of the LDLT are the guardians of the governance of the Trust and ensure that the Trust is being operated in accordance with the objects in the Articles of Association, which only they can vary.

## 6. Directors' Powers and Responsibilities

- 6.1. The Directors have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the member academies. This is exercised through strategic planning and the setting of policy and is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. This will be evidenced by the Board of Directors and Sub Committee meetings by way of the minutes. The Directors have the power to direct change when required.
- 6.2. The Directors have a duty:
- 6.2.1. to comply with any lawful directions issued by the Company;
  - 6.2.2. to act in the fulfilment of the Trust's objects; and
  - 6.2.3. to have regard to the advice of the LDBE generally and in respect of upholding the Trust's objects.

- 6.3. The Directors will have regard to the interests of the other academies for which LDLT is responsible in deciding and implementing any policy or exercising any authority in respect of the Academy.
- 6.4. LDLT's Article 100 (a) and (b) provides for the appointment by the Directors of committees and the appointment of a Local Academy Council (LAC), to whom the Directors may delegate certain of their functions. This Scheme of Delegation's [table of roles and responsibilities](#) details the functions delegated to each Board committee and LAC. It notes that functions can also be de-delegated by the Directors if required, particularly if delegated committees and LACs fail to fulfil their responsibilities.
- 6.5. The constitution, membership and proceedings of the LAC is determined by the Directors based on the needs of the Trust and the individual academy.
- 6.6. As at 1 September 2022 the Board has two delegated Board committees:  
Finance and Resources Committee  
Audit and Risk Committee

## 7. Constitution of the Local Academy Council

### 7.1. Membership of the Local Academy Council

- 7.1.1. The number of people who shall sit on the LAC shall be not less than three and a maximum of twelve.
- 7.1.2. In addition, each LAC should include (or have made efforts to include) as determined in part by the Articles 101A and 101B (a-c) the following members:
- At least two parent members (Article 101A)
  - One staff member
  - The Principal or Executive Principal
  - Incumbent or Principal Officiating Minister of the Parish in which the Academy is sited, or delegated representative as determined by Directors in consultation with the Diocesan Corporate Member (applicable to designated Church schools only)
  - Foundation members as determined by the previous religious designation of the school (Article 101B (a) or (b) (see below 7.5.1)
  - Community governors (other governors who are not parent, staff, foundation or the local incumbent).
  - For any academy falling under Article 4 (ii) i.e. an academy not having a religious character members will be appointed by the Directors recognising the individual ethos of the academy (Article 101B (c))

- 7.2. Following full consultation with the LAC a different constitution may be adopted at any time by the Directors with prior written approval of the LDBE, such as where an Executive Principal has been appointed and a single academy council is constituted for all academies within the responsibilities of the Executive Principal so as to improve governance and support workload.

- 7.3. The Directors (all or any of them), shall also be entitled to serve on the LAC as a full voting member of the LAC. Directors may also attend any meetings of the LAC where a delegated power has been removed from a LAC due to reasons as set out in the scheme. Any Director attending a meeting of the LAC in such circumstances shall count towards the quorum for the purposes of that meeting and shall be entitled to vote on any resolution being considered by the Academy Council. Examples might include where the Academy's overall effectiveness meets Ofsted grade 3: Requires Improvement or Ofsted grade 4: Inadequate OR where the directors of the MAT have identified a need to intervene and enable directors to vote at LAC meetings as a result of a three year trend in underperformance as measured by government statistics OR the Academy being deemed (in the absolute discretion of the Directors) not to be acting in accordance with this Scheme of Delegation OR otherwise not acting in accordance with the Ethos and Mission Statements of the Trust as set out in Clause 3 OR a significant safeguarding issue which, in their absolute discretion, the Directors consider could place the school at risk of an Ofsted inspection OR the management of the Academy's financial affairs by the AC resulting in a budget deficit which has not been approved by the Directors.
- 7.4. All persons appointed or elected to the LAC shall give a written undertaking to the Directors, the LDBE and the site trustees to uphold the objects of LDLT (Article 4 sets out the overriding objects and Article 103 sets out the requirement for LAC members to give an undertaking). The Clerk shall be responsible for ensuring that this has been completed and that a copy has been sent to the LDBE.
- 7.5. Appointment of members of the LAC
- 7.5.1. Foundation Members
- The 'Foundation Governors' shall be appointed by the Directors having the consent of the LDBE, using whatever mechanism the LDBE has determined.
  - For an academy that was previously a Voluntary Controlled Church School, up to 25% of its members will be appointed as Foundation members to uphold the designated religious character of the school (Article 101B (a)).
  - For an academy that was previously a Voluntary Aided Church School or adopted VA status on conversion, all of its members (except parents and staff members) shall be appointed by the Directors as Foundation members to uphold the designated religious character of the school (Article 101B (b)).
  - Where the LAC has an Incumbent or Principal Officiating Minister of the Parish as a member, this individual will be as part of (delete: in addition to) the overall foundation governor numbers.
- 7.5.2. Staff Governors
- Unless the Principal resigns from the LAC, he/she shall be treated for all purposes as being an ex officio member of the Academy Council. Where there is an executive principal appointed, they will assume this role for any academies where they have a regular responsibility.
  - The Academy Council may nominate for Board approval one person who is employed at the Academy to serve on the LAC through such process as they may determine, provided that the total number of such persons (including the Principal), does not exceed one third of the total number of persons on the

LAC. The positions held by those employed at the Academy (e.g., teaching and non-teaching) may be taken into account when considering appointments.

- Unless the LAC agree otherwise, in appointing persons to serve on the Academy Council, the Academy Council shall invite nominations from all staff who are employed by the Academy and who work at the Academy (excluding the Principal) and, where there are any contested posts, shall hold an election by a secret ballot. All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the LAC. LACs may want to consider whether it is unhelpful for the staff governor to also be a parent of a child at the school.

### 7.5.3. Parent Governors

- The parent members of the LAC shall be appointed by the Board, after election by parents of registered pupils at the Academy and they must be a parent of or an individual exercising parental responsibility for a pupil at the Academy at the time when they are elected.
- The LAC shall make all necessary arrangements for, and determine all other matters relating to, an election of the parent members of the LAC, including any question of whether a person is a parent of a registered pupil at the Academy. Any election of persons who are to be the parent members of the LAC which is contested shall be held by secret ballot.
- Parent governors shall have no other association with the school, for example, be an employee of the academy, be related to an employee of the academy, be a local site trustee. This mitigates conflicts of interest.
- The arrangements made for the election of the parent members of the LAC, shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if they prefer, by having their ballot paper returned to the Academy by a registered pupil at the Academy.
- Where a vacancy for a parent member of the LAC is required to be filled by election, the LAC shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the Academy, is: informed of the vacancy and that it is required to be filled by election; is informed that they are entitled to stand as a candidate, and vote at the election; and is given an opportunity to do so.
- If the number of parents standing for election is less than the number of vacancies, then the LAC shall directly nominate for appointment parents to the LAC.
- In nominating a person to be a parent member of the LAC, the LAC shall nominate a person who is the parent of a registered pupil at the Academy, or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.
- The first parent and staff members of the Academy Council may be those people who filled those positions on the governing body of the predecessor school at its closure, if they have the requisite skills as determined by the LAC. Parent and staff governors who do have the requisite skills shall serve on the



LAC for the remainder of the terms of office for which they were elected or appointed to the predecessor governing body, provided that the minimum membership of the LAC does not decrease following closure.

## 7.6. Term of office

7.6.1. The term of office for any person serving on the LAC shall be four years, however this time limit shall not apply to:

- the principal, who shall be treated for all purposes as being an ex officio member of the LAC.
- the Incumbent or Principal Officiating Minister of the Parish in which the Academy is sited, who shall be treated for all purposes as being an ex officio member of the LAC.
- a delegated representative in place of the Incumbent (noting if the Incumbent wishes to take up their place, then they do so immediately on notifying the LAC Chair).

7.6.2. Subject to remaining eligible to be a particular type of member on the LAC, any person may be re-appointed or re-elected (including being “co-opted” again) to the LAC for a maximum of three terms.

## 7.7. Resignation and removal

7.7.1. A person serving on the LAC shall cease to hold office if they resign their office by notice to the LAC, (but only if at least three persons will remain in office when the notice of resignation is to take effect). The LAC must give a copy of the notice to the Directors of LDLT. A Foundation Governor must also resign their office by notice to the LDBE who appointed them.

7.7.2. A person serving on the LAC shall cease to hold office if they are removed by the person or persons who appointed them. Whilst at the same time as acknowledging that no reasons need to be given for the removal of a person who serves on the LAC by a person or persons who appointed him, any failure to uphold the values of LDLT and/or the Academy, or to preserve and develop the Church of England character, or to act in a way which is in breach of this Scheme of Delegation. A person (except a Foundation Governor) may also be removed by the Directors, but only after the Directors have given due regard to any representations by the relevant LAC.

7.7.3. If any person who serves on the LAC in their capacity as an employee at the Academy ceases to work at the Academy, then they shall be deemed to have resigned and shall cease to serve on the LAC automatically on termination of their work at the Academy.

7.7.4. If any person who serves on the LAC in their capacity as a parent cease to be a parent of a child on roll at the Academy, then they shall be deemed to have resigned and shall cease to serve on the LAC automatically at the end of that school term.

7.7.5. Where a person who serves on the LAC is removed from office, those removing that person, shall give written notice thereof to the LAC, who shall, in turn, notify the Directors.

## 7.8. Disqualification of members of the Academy Council

- 7.8.1. No person shall be qualified to serve on the LAC unless they are aged 18 or over at the date of their election or appointment. No current pupil of the Academy shall be entitled to serve on the LAC. (As set out in Article 68 of the Articles of Association).
- 7.8.2. A person serving on the LAC shall cease to hold office if they become incapable by reason of mental disorder, illness or injury of managing or administering their own affairs. (As set out in Article 69 of the Articles of Association)
- 7.8.3. A person serving on the Academy Council shall cease to hold office if they are absent without the permission of the Chair of the LAC from all the meetings of the LAC held within a period of six months and the LAC resolves that their office be vacated. (As set out in Article 70 of the Articles of Association)
- 7.8.4. As set out in the Articles under the disqualification of directors provision a person shall be disqualified from serving on the LAC if (As set out in Article 71 of the Articles of Association) :
- Their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or
  - They are the subject of a bankruptcy restrictions order or an interim order.
- 7.8.5. A person shall be disqualified from serving on the LAC at any time when they are subject to a disqualification order or a disqualification undertaking under the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order). (As set out in Article 72 and 73 of the Articles of Association)
- 7.8.6. A person serving on the LAC shall cease to hold office if they would cease to be a director by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee by virtue of section 178 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision). (As set out in Article 72 and 73 of the Articles of Association).
- 7.8.7. A person shall be disqualified from serving on the LAC if they have been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which they were responsible or to which they were privy, or which they by their conduct contributed to or facilitated. (As set out in Article 74 of the Articles of Association)
- 7.8.8. A person shall be disqualified from serving on the LAC at any time when they are (As dealt with under paragraph 6.4 and 6.5 of the Master Funding Agreement):
- subject to a direction of the Secretary of State under s.142 of the Education Act 2002 or any other disqualification, prohibition or restriction which takes effect as if contained in such a direction; or
  - included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999; or

- disqualified from working with children in accordance with Sections 28, 29 or 29A of the Criminal Justice and Court Services Act 2000; or
- barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006); or
- disqualified from registration under Part 2 of the Children and Families (Wales) Measure 2010 or child minding or providing day care; or
- disqualified from registration under Part 3 of the Childcare Act 2006; or
- disqualified under the Childcare (Disqualification) Regulations 2009.

7.8.9. A person may be disqualified from serving on the Academy Council if they have ever been (As set out in Article 77 of the Articles of Association and paragraph 6.5 and 6.6 of the Master Funding Agreement):

- convicted of an offence involving violence, dishonesty or deception, or any sexual offence which is not a protected offence; or
- convicted of causing a nuisance or disturbance on school and/or educational premises; or
- sentenced to imprisonment (whether suspended or not), in the UK or elsewhere, for a period of not less than three months.

7.8.10. A person shall be disqualified from serving on the LAC where they have, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 178 of the Charities Act 2011(As set out in Article 77 of the Articles of Association)

7.8.11. A person shall be disqualified from serving on the LAC if they have not provided to the Chair of the Board of Directors the proper criminal records certification as required by law and outlined by LDLT and the LDBE. In the event that any such certification or checks disclose any information which would, in the opinion of either the Chair of the Board of Directors or the Principal, confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final. (As set out in Article 78 of the Articles of Association)

7.8.12. Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the LAC and they were, or were proposed, to so serve, they shall upon becoming so disqualified give written notice of that fact to the LAC who shall inform the Directors and the LDBE.

7.8.13. This clause 7.8 shall also apply to any member of any committee of the LAC who is not a member of the LAC.

## 7.9. Responsibilities of the Local Academy Council

7.9.1. The responsibilities of the LAC are outlined in this Scheme of Delegation, more particularly in the table at Appendix I (attached).

- 7.9.2. Following a period of consultation, the LAC will adopt and comply with all policies, protocols and procedures of LDLT and the LDBE, that directly impact on the work of schools, as communicated to the LAC from LDLT.

For Circulation

# Appendix 1 Terms of Joining LDLT

## Terms and conditions for Academies joining LDLT

LDLT is a Multi-Academy Trust set up to support and sponsor schools across the Diocese of Leeds. As a charity and company limited by guarantee, the Company is governed by a Board of Directors who are responsible for, and oversee, the management and administration of the Company and the academies run by the Company. Directors are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Company and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.

To enable us to be accountable the Trust has a short list of non-negotiable conditions and standard requirements for all academies joining LDLT to allow us to deliver on our duties. We also provide a standard set of services for our academies to ensure consistency of practice. Providing these across the Trust also enables us to pass on services at a lower cost to our academies as we receive economies for bulk purchasing and ensures that all employees are treated fairly and equally across schools. Further detailed delegated authority is set out in Appendix 2.

### FINANCE

- All money is paid to LDLT from the ESFA and other sources. LDLT operates one master bank account to manage the income and expenditure for all Academies. The accounting system, PS Financials, will be used to ensure each school manages their own budget (as set by the school in consultation with the Trust).
- The Trust delegates 94.5% of funding to all schools. Some funding is retained for core services provided by the Trust. A summary of services can be provided on request.
- All Trust schools use PS Financials. The Trust will pay for the system installation, staff training, ongoing support and licensing.
- The Trust approves the annual budget to ensure planned spend is within allocated funds.
- The Trust produces all financial accounts information on behalf of our academies for ESFA and statutory accounting purposes. This will be led by the LDLT Chief Financial Officer working with Head Teachers and finance staff.
- The Trust will pay for and lead on all internal and external audit functions working with the schools.
- Any surpluses held or generated by the school will be retained and ring-fenced for the school.
- The CFO will be expected to produce monthly management accounts, with the assistance of the Headteacher and finance staff.

- The CFO will complete annual returns and fund valuations of Teacher Pension Scheme/Local Government Pension Scheme.
- Capital Funds – Devolved Formula Capital remains under the spending control of each academy.
- Every academy has the opportunity for additional capital funds by bidding into the ESFA’s CIF programme each year.

## GOVERNANCE

- The LAC of the academy is accountable to the LDLT board in line with the scheme of delegation.
- LDLT appoint all local governors, including the Chair taking account of skills audits, knowledge of the local context and the recommendations and nominations of the LAC. Parent and staff nominations are determined by LAC run election processes. Foundation governors are appointed using the LDBE processes. Foundation governors may be identified and nominated by the LAC who know the local context. Where it is difficult to identify such governors the LAC may ask the Trust and/or Diocese to help locate appropriate Foundation governors. Appropriate community type governors can be from nominations of the LAC. In rare and exceptional circumstances and always where possible following consultation with the Chair of the LAC or other LAC members, LDLT can dismiss governors, including the Chair. Where it is not possible to consult for example urgent safeguarding, HR or health and safety reasons a reason will always be provided. The Chair may be invited to sit on relevant sub-committees of the board meetings, for example, Finance, School Effectiveness etc, where such has been established.
- The Principal/Headteacher of the academy (or a delegated SLT member of the academy) may also be invited to sit on the relevant sub-committee of the board meetings.
- LDLT provides training and briefing events for Chairs of LACs. The Chair of each academy, or a delegated representative from the Local Academy Council is required to attend.
- LDLT expects academies to use the LDLT governance processes, formats, and meeting schedules.
- LDLT will appoint the Clerk for the LACs and three meetings a year will be funded by the central budget.
- All schools are expected to continue to recognise the unions as per the Trust agreement and continue to buy in to union time.

## SCHOOL IMPROVEMENT

- To enable the Trust Board to fulfil its statutory requirement to monitor and challenge, each academy will be required, at key points in the year, to provide data and reports to the LDLT office as required including providing immediate data updates to end of year results.
- Each school is required to inform the Trust immediately when an Ofsted visit, SIAMs visit, LA visit or other is confirmed to take place. Trust representatives, for example members of the central team including Director of Learning and CEO, have the right to take part in any of these visits to support the school.
- On joining the Trust, a member of the LDLT central team will be assigned to the school to work with the Principal/Headteacher to oversee Education and Standards and to provide support. This is designed to be a supportive intervention to provide peer challenge and support to schools and to ensure the Trust has independent education assurance on data, performance and standards.
- Each academy will receive school support visits from their central Education Colleague or from designated school improvement advisers. They will also receive an annual external school audit from an independent education advisor, appointed by the LDLT board. This may increase support depending on the school level of need or as concerns arise.
- In full consultation with the LAC, the Trust appoints/dismisses the Academy Principal/Headteacher. The Trust jointly performance manages them with the LAC.
- The Trust retains the authority to intervene and require an academy to accept interventions if school performance concerns arise or standards decline.
- Where a school is Ofsted or SIAMS Good or better, direct Trust intervention is expected to be minimal.
- All schools are expected to work collaboratively to share best practice to support collective school improvement.
- All schools will buy into the Diocese of Leeds Enhanced Service Plan. This cost will be funded by the central budget. The Trust and the Diocese work in partnership to ensure that all schools use their Enhanced Service Plan allocation successfully.

## STANDARD OPERATING PROCESSES

- When a school joins LDLT, the Academy is expected to use the contracted LDLT providers for functions previously filled by the LA including: HR, Payroll, Insurance, risk management etc.

- All schools are expected to follow LDLT policies. Any new policies will be ratified by the Board following consultation with the Unions.
- All schools maintain a risk log using the LDLT Risk Management policy and template.
- Working with the Trust central team, all schools will receive an annual safeguarding audit, health and safety audit and web compliance audit which may be internally or externally commissioned.

#### Key for main decision maker

Level 1: The Board of Directors (the company).

Level 2: A LDLT Board committee for example: Finance and Resources, Audit Committee, Standards and Progress Committee.

Level 3: The CEO of the Trust

Level 4: Local Academy Council of the Academy

Level 5: A named individual endorsed by the Trust

Level 6: Executive Principal or Principal of the Academy

√ : decision maker

I : involved in decision



## Appendix 2 - Levels of Delegation Checklist

This document sets out the powers LDLT as the Trust delegate to Local Academy Councils (LACs) and named people.

The CEO, LAC, Board committee or Academy Principal /Executive Principal may choose to delegate further powers as required.

It should be remembered that although decisions may be delegated, the Trust Board remains responsible for any decision made under delegation and can de-delegate powers as needed.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
Strategy and Vision	1	To set the strategic direction and vision for the Trust.	√		√				
	2	To set the strategic direction and vision for the Academy				√		√	
Central Services	3	To determine the scope of mandatory core central services to be delivered by the Company on behalf of its Academies including the level of centrally retained funding	√						These are set by the Board as per the “Terms of joining document” provided to all schools when considering joining the Trust and will be reviewed annually at every Summer Trust Board meeting alongside this Scheme of Delegation.
	4	To identify those additional services to be procured on behalf of individual academies.				√		√	Additional Services will be reviewed on a regular basis

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
Finance	5	To ensure centrally procured services provide value for money.					√		CFO - Approved at FARC where required in line with the Trust Financial Scheme of Delegation.
	6	To develop and propose the individual Academy budget, including resource and staffing and the allocation and use of any ring-fenced resources.				√		√	Academy budget planning and spend is delegated to individual academies for all funding minus the retained central funds (see 4). In the case of a school not being able to keep to budget this may result in directors sitting on LACs or joining specific meetings or more involvement of the central team.
	7	To approve the first formal budget plan each financial year and receive annual ESFA accounts return.	√						The CFO will finalise end of year accounts for ESFA, checking and consolidating the figures provided from each Academy. The Trust FARC approves the budget which then is ratified by the full Board.
	8	Determining Staff complement within agreed budget - including making provision for exceptional staff costs e.g., absence/ maternity/paternity payments.				√		√	This is done by the Board and CEO for the Central MAT staffing following the same cycle.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	9	To monitor monthly expenditure - and account to the Company for value for money.				√			This will be the responsibility of the LAC - with the CFO also monitoring on behalf of LDLT and reporting to the Trust FARC.
	10	To approve any between budget changes or in-year budget movements between spend headings within the Academy budget which do not result in a budget overspend.				√			LAC do this within the limits set by the Company - as specified in the financial scheme of delegation. Any changes must be reported to the CFO to report to the Trust FARC.
	11	To approve any between budget or in-year budget movements between spend headings within the Academy budget which are likely to result in a budget overspend.		√					LAC to discuss change with CFO and propose changes. FARC to authorise overspend.
	12	To establish financial decision levels and limits.	√						As advised by the CFO.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	13	To establish a charging and remissions policy.				√			
	14	Miscellaneous financial expenditure outside and in addition to the agreed budget.		√					FARC is the authorised Trust committee to authorise overspends.
	15	To enter into additional contracts in accordance with the agreed annual budget allocation.				√			Initially limited to £10,000 without written agreement of the Trust.
	16	To make payments within agreed financial limits.					√		CFO, Business Manager, or equivalent within the Academy - and as agreed by LAC. Payments must be made in accordance with LDLT finance policy.
HR	17	Establishing Employment and HR policies and procedures.	√						Trust to agree overall policy. LAC and Principal/Head to implement in school.
	18	Agreeing any out of normal process HR intervention.			√		√		The CEO (or a member of the Executive Team in their absence) must always be informed at the outset of any out of normal HR process and must be regularly

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
									informed. It is likely that the CEO may also inform the Chair of Trust.
	19	Maintain accurate and effective and secure employee records.						√	e.g. recruitment material, absence, performance management, capability, disciplinary, staff complaints.
<b>Appraisal</b>	20	To review annually the Academy appraisal policy.	√						
	21	To ensure the Appraisal process is implemented in full				√		√	
<b>Appointment / Dismissal</b>	22	CEO appointment, performance management and dismissal.	√				√		Appointment by Board, Performance Management by Chair, and another nominated Director. LDBE to be involved in the full appointment process and to give final consent (Article 107).
	23	Central Executive Team appointment, performance managements and dismissal.			√		√		CEO and a nominated Director.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	24	Central Trust Staff appointment, performance management and dismissal			√		√		CEO and Line Manager.
	25	Executive Principal, Principal and Head of School appointments, management and dismissals and agreement to release and appoint Acting Principal.	√				√		CEO, Chair of the Academy, and any Exec Principal / Trust Education Director may be included as a member of the appointments/selection panel and decision panel. The Exec Principal will always be on a Head of school panel. Other LAC members and Directors may be invited. Panels will normally be around 5 plus a Diocesan Advisor as appropriate.  The Board makes the final appointment. . LDBE to be involved in the full appointment process and to give final consent (Article 107).
	26	Deputy and Assistant Principal appointments, Performance Management, and dismissals (selection panel)				√			Trust Education Director, Chair of the Academy and Principal must be included as a member of the appointments/selection panel and decision panel agreeing to planned release/secondment. Where an Executive or Consultant Head is in place they should also be involved. The Headteacher must inform the CEO of dismissals.  The LAC makes the final appointment. The Chair of the LAC must always be informed immediately of a dismissal or suspension.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	27	Appointment /dismissal and performance management of other teachers.				√		I	Principal/Headteacher or nominated representative must be a member of the appointment/selection panel. The Headteacher must inform the CEO of dismissals. The Chair of the LAC must always be informed immediately of a dismissal or suspension
	28	Appointment /dismissal and performance management of non-teaching staff.			I	I		√	Principal/Headteacher or nominated representative must be a member of the appointment/selection panel. The Headteacher must inform the CEO of dismissals. The Chair of the LAC must always be informed immediately of a dismissal or suspension.
	29	To manage school level staff and other complaints.				√		√	The Trust will only investigate complaints about schools when they have not been resolved at school level <b>and</b> the school has been found to either breach its funding agreement or has not followed the Trust complaints process. Complainants who are unhappy with responses but do not meet the above criteria should be referred to the ESFA as per the LDLT complaint policy.
	30	To manage school level grievances.				√		√	Staff grievances should be routinely dealt with by the line manager in school with a final escalation point of the Principal/Head and LAC. In the case where the

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
									grievance is directly about the Head this should be referred to the CEO or delegated representative as per the grievance policy.
Pay	31	Agree a Trust pay policy pay rewards proposed by National Unions and the Department for Education.	√			I		I	Trust to agree overall policy and pay rewards. LAC and Principal/ Head to implement in school. Under TUPE you cannot change terms for any period if they are directly linked to the transfer (often 2 years is seen as the period). Changes can be made otherwise if they are not directly linked to the transfer but even here normal employment laws would apply so the Trust would need consultation/agreement and subject to ring fencing etc with teachers/NJC terms.
	32	Pay discretions for all Principal/Exec Principals and Heads of School (or any school-based staff member with a salary over £60,000).		√		I	I		FARC Remuneration committee to agree. LAC to recommend based on performance management and with advice of Trust Education Director and within agreed budget.
	33	Pay discretions for other Staff.				√		√	Principal/ Head to agree with LAC within agreed budget and pay award envelope (see 31).



Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	34	Pay discretion for central Trust staff		√	I				FARC Remuneration committee to agree. CEO to recommend based on performance management and with advice of line manager and within agreed budget.
<b>School Organisation</b>	35	To publish proposals to change category/phase and age range of the Academy.	√						The LAC can propose changes to the Board and must implement all required consultations. In Church Schools LDBE to be informed, consulted and approve.
	36	To set the times of school sessions and the dates of school terms and holidays.				√		√	Any changes must be agreed in writing with the Trust following consultation with the Education Director.
	37	To ensure that the school meets for 380 sessions in a school year and 32.5 hours per week.				√		√	
	38	To decide the unexpected and unplanned school closures e.g. for snow or critical equipment breakdowns.						√	The Chair of the LAC, CEO or a member of the executive team and LA must be notified as soon as the decision to close is taken.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	39	To prepare and publish the school prospectus.			I	√		√	School prospectuses will clearly articulate the nature of the school (e.g. ' if it is a church school) and the vision of the school. There will be a reference to the Trust in the prospectus. The CEO must see a final version before publication.
<b>Significant Changes</b>	40	To consider requests from other schools to join the Company.	√		√				Due diligence proposed to Board by CEO.
	41	To consider requests from schools who would like to make a significant change which may impact the number, type and or location of school places.	√			√	I	√	LDLT Board must approve business case and where necessary DBE, DfE, ESFA, LA approval may need to be sought. i.e. permanent enlargement of an academy's buildings, and age range changes.
<b>Admissions</b>	42	To consult before setting an admissions policy.	√			√	I		The LAC will be responsible for consultation on changes to the admissions policy on an annual basis based on The Schools Admissions Code. LDBE must also be consulted and their advice taken.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	43	Admissions: to administer the admissions process in accordance with the policy and, as appropriate, procure an independent appeals process.				√			In accordance with the LA admissions facility. In Church Schools it is recommended that the admissions builder templates are used.
	44	To appeal against LA directions to admit pupil(s).	√			√			Although in practice the LAC and Principal/Head would normally do this with the support of the Company.
<b>Curriculum and Standards</b>	45	To develop and implement curriculum policy.						√	
	46	To approve a curriculum policy.				√			Oversight by the Trust Director of Learning or delegated person.
	47	Responsible for standards of teaching.						√	Oversight by the Trust Director of Learning or delegated person.
	48	Accountability for standards of teaching.	√				I	√	Trust Director of Learning reporting to the Board.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	49	Responsibility for individual child's education.					√	√	Principal/Head and Director of Learning. Accountable to LAC and Board.
	50	Accountability for individual child's education.	√				√		Principal/Head and Director of Learning. Accountable to LAC and Board.
	51	Provision of RSHE- to establish and keep up to date a written policy.					√	√	All schools are required to meet the statutory requirement to consult on RSE curriculum and implement this in line with the DFE timetable. Headteacher recommends. LAC approve. In Church Schools it is recommended that LDBE advice is followed.
	52	To ensure all staff follow the relevant professional standards and act in a non-partisan and professional manner to ensure the academy is represented appropriately					I	√	
<b>Religious Education</b>	53	Responsibility for ensuring provision of RE in line with school's basic curriculum.					I	√	In line with locally agreed syllabus for former VC schools or Leeds Diocesan Syllabus for former VA schools in the diocese. It is recommended advice is sought in regards to the effective delivery of RE

Function	No	Tasks	Decision Level					Notes	
			Board	Board Committee	CEO	LAC	Other Named		Head or Ex Head
									provision from the LDBE for religiously designated schools through the LDBE's Enhanced Service Plan provision.
<b>Collective Worship</b>	54	To ensure that all pupils take part in a daily act of collective worship (all schools).						√	In line with the legal framework (Circular 1/94 relating to the 1988 Act outlines the clauses) for all schools in England (maintained and academies) parents have the right to withdraw their children from collective worship if notified to the Academy in writing. The Principal/Head must make appropriate provision if a parent exercises this right.
<b>Target Setting</b>	55	To propose targets for pupil achievement.					√	√	Principal/Head with Director of Learning.
	56	To agree targets for pupil achievement.	√			√			
	57	Responsibility for pupil outcomes.					√	√	Principal/Head with Director of Learning.
	58	Accountability for pupil outcomes.		√					The Company are responsible to the Secretary of State for standards and pupil outcomes and delegate the monitoring of this to the standards committee.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
									They will hold the LAC and Principal/Headteacher and Trust Education Director accountable to them.
	59	To establish a pupil discipline policy.				√		√	The LAC must ensure this is implemented. Head teacher oversees.
	60	To implement the pupil discipline policy						√	
<b>Exclusions</b>	61	Exclusion of a pupil				I		√	<p>Head teacher must notify the LAC and the LA.</p> <p>At the point of any decision to exclude, the Principal/Head must ensure a form EX1 (in the case of permanent exclusions) is sent to the central Trust office.</p> <p>EX3 forms for fixed term exclusions should also be sent to the Central Trust office.</p> <p>FTE and PX are monitored and reported to the Trust Director on a half termly basis (minimum).</p>
	62	To consider exclusions and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is				√			To discuss with chairs and heads as to the best way to provide for a policy and protocols.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
		either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to Chair/Vice-Chair in cases of urgency).							
	63	To direct reinstatement of excluded pupils (Can be delegated to Chair/Vice-Chair in cases of urgency).				√			
	64	To remove the pupils name from the school admissions register.				√		√	
	65	To manage the appeal process for an exclusion.	√					√	
<b>Education Visits</b>	66	Planning and organisation of straight forward and routine day visits and activities (normal activity)						√	For example, visit to local church or swimming club (not first-time visits)

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	67	Day visits and activities requiring advanced planning				√		√	For example, annual school trips or visits. LAC to be involved in the approval and monitoring of forthcoming trips including relevant health and safety and safeguarding checks.
	68	Complex and exceptional visits including overnight stays or overseas visits			I	√		√	In line with the Trust Educational Visits policy planning and risk assessment is done by school staff. Approved by Principal / Head. LAC to approve and have sight of the risk assessments on request. CEO to be notified of any over-night / over-seas visits in advance of them happening and copies of relevant documents to be shared with the CEO. Health and Safety adviser input may be required.
	69	To ensure provision of free school meals to those pupils meeting the criteria.						√	
	70	Adoption and review of home - school agreements						√	
<b>Premises, Insurance and</b>	71	School insurance programme.		√			√		Included within RPA scheme. As considered necessary by the LAC additional insurance can be arranged



Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
Health and Safety									chargeable to the school. CFO to manage RPA scheme.
	72	Asset management.		√			√		CFO to coordinate and manage and account to FARC.
	73	Developing school buildings strategy or master plan.				√	I		The LAC should take responsibility for producing and implementing a Premises Development Plan, liaising with the CFO as required.
	74	To determine the allocation of any centrally received capital funding.		√			√		CFO to coordinate and manage and account to FARC who will approve.
	75	Procuring and maintaining buildings, including developing properly funded maintenance plan.				√	I		With support from CFO/ Diocesan Estates team.
	76	To institute a health and safety policy.				√		√	Academies to publish their own policy pertinent to their setting and operations with support from Trust Health and Safety adviser.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	77	To ensure that health and safety regulations and safeguarding are followed.						√	
<b>Governance</b>	78	To draw up governing documents and any amendments thereafter.	√			√			The Trust will approve; LAC to implement with support from the Governance Officer. e.g. scheme of delegation / terms of reference and LDLT Statutory policies
	79	To appoint (and remove) the Chair of the LAC.	√						
	80	To appoint (and remove) the Clerk to the LAC.	√						
	81	To hold a full LAC meeting at least three times in an Academy year.				√			Statutory agenda items to be included as instructed by Trust.
	82	In line with the Articles and taking account of the involvement of the LDBE in a Church School,, to appoint	√			√			Through discussion and consultation with the Chair of LAC and taking account of skills audit and other processes, the Trust board reserve the right to appoint

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
		and remove members of the LAC.							and remove members of the LAC. LDBe are part of this process as noted earlier in this document.
	83	To set up a Register of members' Business Interests.					√		Clerk to ensure implementation and publication on Trust website.
	84	To approve and set up a members and Trustees Expenses Scheme.		√					CFO to write and FARC to approve. Trust Governance Team to ensure shared at point of induction.
	85	To discharge duties in respect of pupils with special needs by appointing a "responsible person".				√		√	
	86	To consider whether or not to exercise delegation of functions to committees or individuals.				√			The LAC may delegate to individuals functions already delegated to it by the Company so long as this does not breach the delegations set out in this document.
	87	To regulate the LAC procedures (where not set out in law).					√		Appointed Clerk, accountable to Board.

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	88	To determine the development needs of Governors and contribute to sharing an appropriate programme.				√	√		Clerk All Boards will undertake a mandatory annual skills audit which will feed into the skills matrix which will be reported at LAC in the Spring term of each academic year.
Safeguarding	89	To develop a safeguarding policy in line with statutory requirements and best practice.	√						
	90	To implement the Trust's safeguarding policy and the Academy Safeguarding guidance.				√		√	LADO referrals are to be made in accordance with the policy Any referral or serious incident is to be reported to the Trust (CEO, CFO, and relevant Education Director) without delay.
	91	To make the regular Safeguarding Report to the LAC using the Trust template.					√	√	Annual report provided to the Trust board
	92	Maintain accurate and effective and secure pupil records.						√	e.g. SIMS, CPOMS,

Function	No	Tasks	Decision Level						Notes
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head	
	93	Maintain accurate and effective and secure employee records.						√	Single Central Record
<b>GDPR</b>	94	Comply with all GDPR Data Protection legislation and good practice.					√	√	The CFO is the named Data Protection Officer (DPO) for the Trust.  Each school has a local Data Protection Coordinator (DPC) responsible for managing data at the Academy and reporting concerns or breaches to the Principal/Head and Trust DPO. The Trust will produce all GDPR and Data policies and review these regularly. LACs will need to adopt and note LDLT policies and report in on data protection breaches to the DPO.
<b>Legal</b>	95	To ensure the Trust has adequate insurance and legal protection in the case of any claims.	√						Headteacher is to notify the CEO and CFO of any actual or potential claims or proceedings affecting the school as soon as they become aware of them. e.g. Employment Tribunals, Public liability, Insurance Claims
<b>Compliance Policies</b>	96	To determine, on an annual basis, those policies which will be developed by the Trust and be mandatory for all Trust Academies.			√		√		CFO reporting to CEO. The CFO is responsible for managing and updating all statutory policies and ensuring compliance. Schools should link to the Trust website.

Function	No	Tasks	Decision Level						Notes	
			Board	Board Committee	CEO	LAC	Other Named	Head or Ex Head		
	97	To maintain and publish Trust policies and guidance including a schedule for review.	√					I		CFO and Clerk.
	98	To maintain and publish local policies and guidance							I	Schools are responsible for maintaining and updating all local policies and operational guidance and the Clerk to the LAC is responsible for ensuring compliance and in date.
<b>Compliance Website</b>	99	To ensure that schools websites meet all legal and LDLT requirements.				√		I	√	Schools are responsible for maintaining and updating the school website. This will be quality assured by the named clerk.
<b>Compliance Gifts and Hospitality</b>	100	To ensure that there is a Gifts and Hospitality policy and register in place.	√					I		
	101	To complete the gifts and hospitality register.				√			√	

## Appendix 3 – Summary of Financial Scheme of Delegation

	Board of Directors	Audit and Risk Committee	Local Academy Council	Chair of Directors and CEO	CFO	Executive/Head Teacher	Business Manager	Academy Budget Holders
Approval of Annual Budget/3-year plan	✓							
Variations to budget heads (virements) over £25,000	✓	✓						
Variations to budget heads (virements) £10,000 to £25,000	✓	✓	✓	✓	✓			
Variations to budget heads (virements) up to £10,000	✓	✓	✓	✓	✓	✓	✓	
Authorise expenditure over £75,000	✓							
Authorise expenditure £25,000 - £75,000	✓	✓		✓	✓			
Authorise expenditure £10,001 - £25,000	✓	✓	✓	✓	✓	✓		
Authorise expenditure £1,001 - £10,000	✓	✓	✓	✓	✓	✓	✓	
Authorise expenditure up to £1,000	✓	✓	✓	✓	✓	✓	✓	✓

	Board of Directors	Audit and Risk Committee	Local Academy Council	Chair of Directors and CEO	CFO	Executive /Head Teacher	Business Manager	Academy Budget Holders
Authorise Petty Cash up to £50					✓	✓	✓	
Authorise appointment/ salary of permanent and temporary staff (other than Leadership Group)						✓		
Authorise appointment/ salary of CEO and HT	✓							
Authorise appointment/ salary of DHT and AHT	✓	✓	✓					
Severance Authorisations Up to £50,000	✓	✓		✓				
Advertising of tenders over £75,000	✓	✓		✓	✓			
Advertising of tenders under £75,000		✓		✓	✓			
Authorisation of disposal of assets over £5,000	✓	✓		✓	✓			
Authorisation of disposal of assets under £5,000		✓			✓	✓	✓	