

The Rowan Learning Trust

Scheme of Delegation 2021-2022

6 Schools

596 Employees

4 Local Authorities

3647 Students



Approved by the Board of Trustees on 16th July 2021

Signed by the Chair of the Board

This Scheme of Delegation supersedes all previous versions

Ensuring Compliance with Legislation and Financial Regulations

The Rowan Learning Trust (RLT) is an education charity with a single legal and moral purpose: “to advance education for the public benefit”. All our schools work in collaboration, as one entity, to improve and maintain high educational standards across the group.

Mission

Provide first class education and development to enable students and staff to maximise their full potential.

Vision

To make a positive difference to our communities by raising standards and aspirations. To ensure that students leave us with the skills, confidence and qualifications to succeed in the next stage of their lives. To support and develop our staff on their professional journey so they can meet their full potential.

Rationale

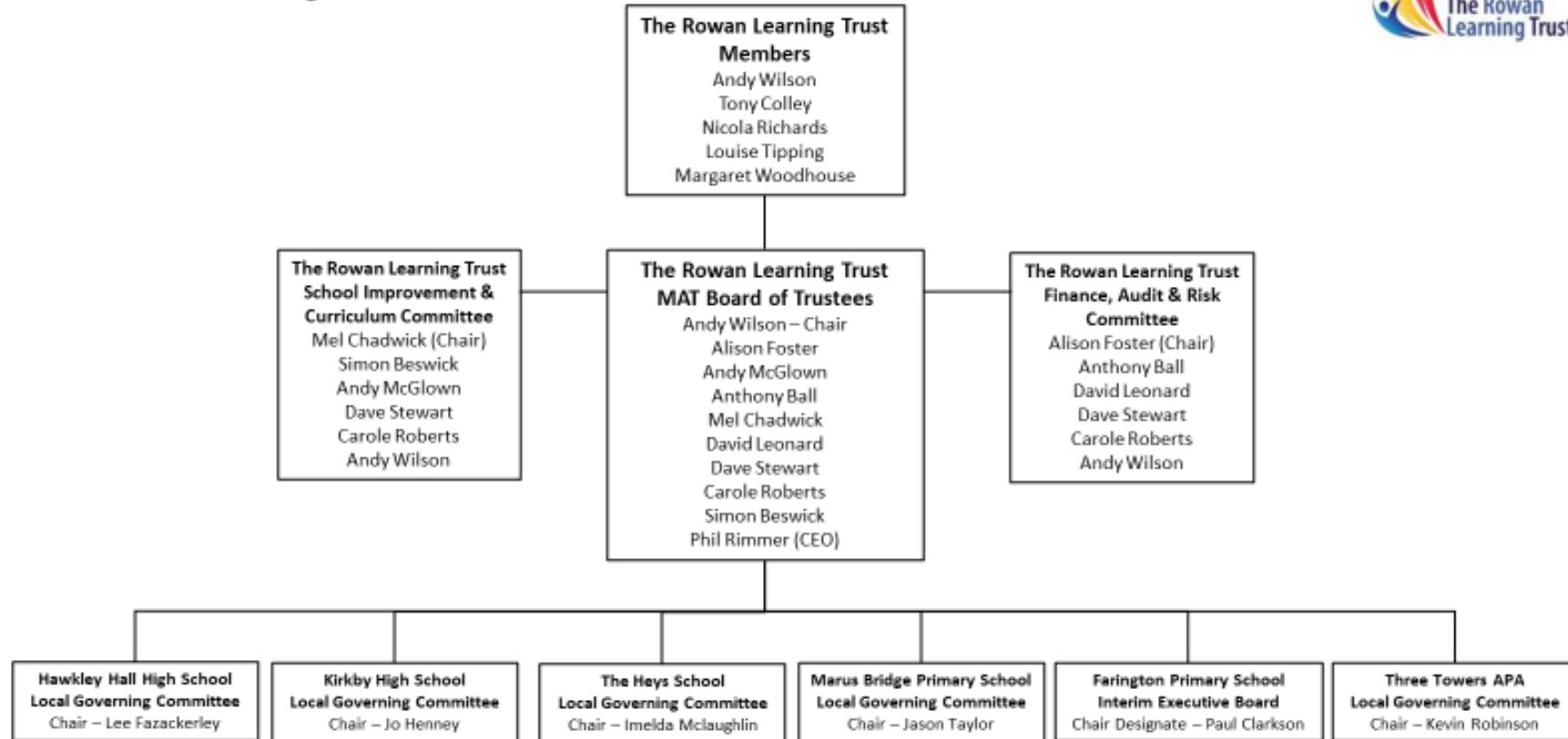
The underlying principles for this Scheme of Delegation are:

- ✓ The Board of Trustees of the Rowan Learning Trust are 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 whilst operating safely and efficiently.
- ✓ The Rowan Learning Trust is first and foremost a registered Charity and also a Limited Company, and it remains true to its aims and objectives.
- ✓ The Trust Board will use its discretion through delegation to sub-committees and Local Governance Committees.
- ✓ 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 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



Governance Arrangements



RLT Governance September 2021

This scheme of delegation is split into 5 sections

1. Members
2. Board of Trustees
3. Sub-committees of the Trust Board
4. CEO and Trust Executive Team
5. Local Governance Committees

Members

Every trust has members who have a similar role to shareholders of a company limited by shares. They:

- ✓ are the subscribers to the memorandum of association (where they are founding members)
- ✓ may amend the articles of association subject to any restrictions created by the funding agreement or charity law
- ✓ may, by special resolution, appoint new members or remove existing members other than, where there is one, the foundation/sponsor body and any members it has appointed
- ✓ have powers to appoint trustees as set out in the trust's articles of association and powers under the Companies Act 2006 to remove trustees
- ✓ may, by special resolution, issue direction to the trustees to take a specific action
- ✓ appoint the trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act)
- ✓ have power to change the company's name and, ultimately, wind it up.

The Trust must have at least three members, although the DfE's strong preference is that trusts should have at least five members. Having more members:

- ✓ provides for a more diverse range of perspectives
- ✓ ensures members can take decisions via special resolution without requiring unanimity.

Trusts must ensure that their members are not currently subject to a direction made under section 128 of the Education and Skills Act 2008 which prohibits individuals from taking part in academy trust management, and that they do not appoint as a member, a person who is currently subject to a section 128 direction.

Members must not be employees of the trust, nor occupy staff establishment roles on an unpaid voluntary basis.

There should be significant separation between the individuals who are members and those who are trustees. If members sit on the board of trustees this may reduce the objectivity with which the members can exercise their powers. The DfE's strong preference is for a majority of members to be independent of the board of trustees.

Whilst responsibility to conduct the trust's strategic business sits with the trustees, if the governance of the trust by the board of trustees becomes dysfunctional the members will have a strong interest in ensuring the board has plans to address the issues, or otherwise to remove the board or individual trustees and re-appoint trustees with the skills necessary for effective governance.

It is important, therefore, for members to be kept informed by trustees about trust business so they can be assured that the board is exercising effective governance. This must include providing the members with the trust's audited annual report and accounts.

Members are responsible for amending or changing the Articles of association, appointing Trustees, appointing the External Auditors, receiving the annual accounts and attending the Annual General meeting.

Trustees

The trustees of the Rowan Learning Trust are both charity trustees and company directors and are normally referred to as trustees. The trust's articles of association set out conditions determining the minimum number of trustees the trust will have. All trusts should have reserved places for parents, carers or other individuals with parental responsibilities in their governance structure; trusts should hold elections to fill these places, as appropriate. Within the Rowan Learning Trust these places are on our Local Governance Committees this meets the requirements for trusts with multiple academies who should have at least two such places on the trust board or at least two such places on each local governing committee where the trust has established them. We feel this gives a wider and local representation across our schools.

Our trustees focus on three core functions:

- ✓ ensuring clarity of vision, ethos and strategic direction
- ✓ holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
- ✓ overseeing and ensuring effective financial performance.

Our trustees apply the highest standards of conduct and ensure robust governance, as these are critical for effective financial management. We follow the Governance Handbook, which describes the following features of effective governance and ensure compliance with the Academy Trust Handbook:

- ✓ strategic leadership that sets and champions vision, ethos and strategy
- ✓ accountability that drives up educational standards and financial performance
- ✓ people with the right skills, experience, qualities and capacity
- ✓ structures that reinforce clearly defined roles and responsibilities
- ✓ compliance with statutory and contractual requirements
- ✓ evaluation of governance to monitor and improve its quality and impact.

Our trustees comply with the trust's charitable objects, with company and charity law, and with their contractual obligations under the funding agreement with the DfE, to support and challenge the executive team.

Trustee's duties are described in sections 170 to 181 of the Companies Act 2006, but in summary are to:

- ✓ act within their powers
- ✓ promote the success of the company
- ✓ exercise independent judgement
- ✓ exercise reasonable care, skill and diligence
- ✓ avoid conflicts of interest
- ✓ not accept benefits from third parties
- ✓ declare interest in proposed transactions or arrangements

As an organisation, our trust has a range of obligations under current legislation and statutory guidance. The trusts obligations include such matters as safeguarding, health and safety and estates management. Ensuring strong governance in these areas is a key priority for our board.

The Rowan Learning Trust board of trustee's delegates to the following sub-committees

1. RLT Finance, Risk & Audit Committee
2. RLT School Improvement & Curriculum Committee
3. RLT Pay Committee

In addition, there will be a Local Governance Committee in each of our schools as set out in the Overview of Local Governance which operates as a sub-committee of the Trust Board.

Scheme of Delegation for the RLT Finance, Audit & Risk Committee

DELEGATED FUNCTIONS

	Governance
1.	To approve Trust appointed Governors.
	Finance
1.	To approve the transfer of reserves into the annual budget up to the value of £10k for any other reason
2.	To approve the authority to incur expenditure within approved annual budget or via SCA above £180,000
3.	To approve the authority to incur capital expenditure, from reserves, outside approved annual budget between £60,000 - £180,000
4.	To approve the authority to incur capital expenditure, through the TCA above £180,000
5.	To approve the use of petty cash of more than £2,000 per year
6.	To approve the authority to incur expenditure within approved annual budget or via SCA or TCA above £180,000
7.	To approve the Authority to incur capital expenditure, from reserves, outside approved annual budget between £60,001 to £180,000
	Changes to Pay and Structures
1.	To approve the re-grading/re-designation/increase in hours over £20,000
2.	To approve the creation of permanent or temporary new posts within the Executive Team with salary between £20,000 and £55,000
3.	To approve the authorisation of early retirement applications.
4.	To approve Executive Team and Central Team staffing restructures involving an increase or reduction in staffing levels.
5.	To approve the creation of permanent or temporary new posts with salary above £55,000

Key Functions

Finance	
1.	To recommend to the Members the appointment of suitable External Auditors including through a formal annual review of the resources and effectiveness of Auditors.
2.	To review each School's internal and external financial statements and reports to ensure that they reflect best practices.
3.	To discuss with the external auditor the nature and scope of each forthcoming audit and the findings of the audit once completed.
4.	To consider all relevant reports by any internal auditors or the appointed external auditor, including reports on each School's accounts, achievement of value for money and the response to any management letters.
5.	To monitor the implementation of action to address adverse control findings by any internal auditors or the appointed external auditor.
6.	To review the effectiveness of each School's internal control system established to ensure that the aims, objectives, and key performance targets of the organisation are achieved in the most economic, effective, and environmentally preferable manner.
7.	To consider and advise the Board on each School's annual and long-term audit programme, ensuring that each School's internal controls are subject to appropriate independent scrutiny at least in accordance with Government standards.
8.	To review the risk register and key 'live' risks at appropriate intervals, including to feed into the annual review of the risk register by the Trust Board.
9.	To review the operation of the Schools' code of practice for Governors and code of conduct for staff.
10.	To consider any other matters where requested to do so by the Board; and report at least once a year to the Board on the discharge of the above duties
11.	To recommend for approval the Annual Report and Accounts
12.	To receive notification on the virement of budget provision between budget headings between the value of £30,001 - £50,000.
13.	To receive notification on the approve the disposal of assets over the value of £20,000
14.	To receive notification of write-off payments/bad debts over the value of £1k.
Changes to Pay and Structures	
1.	To receive notification on the re-grading/re-designation/increase in hours between £7,500 and £20,000
2.	To receive re-grading/re-designation or increase in hours up to £20,000
3.	To receive details of the creation of permanent or temporary posts with salary up to £55,000

Scheme of Delegation for the RLT School Improvement & Curriculum Committee

DELEGATED FUNCTIONS

	Trust Performance
1.	To contribute to and monitor the relevant areas of the Trust Development Plan.
2.	To support and challenge the CEO, EHT, Director of School improvement and other members of the school improvement team on the support that is being provided to the schools within the Trust.
3.	To ensure there is an effective quality assurance process in place for the monitoring and evaluating school performance, including teaching and learning, curriculum, safeguarding and student's attainment and progress.
	School Performance
1.	To support and challenge the CEO, Director of School Improvement, EHT and Headteachers for the educational performance.
2.	To receive reports on school effectiveness and improvement.
	Governance
1.	To approve Trust appointed Governors.
	Admissions
1.	To consider and approve a request to increase student numbers.
2.	To consider and approve a request to decrease student numbers.
3.	To consider and approve a temporary oversubscription in student numbers.
4.	To consider and approve a change in oversubscription criteria.

Scheme of Delegation for the RLT Pay Committee

Delegated functions

1.	The setting of remuneration ranges and pay for the Executive Team (excluding the CEO) based on the RLT pay policy, RLT executive pay policy and performance.
2.	The setting of remuneration ranges and pay for the Headteachers based on the Teachers pay and conditions, the RLT pay policy and performance.
3.	To consider the outcome of performance management and approve and monitor pay recommendations for the Executive Team.
4.	To consider the outcome of performance management and approve and monitor Headteachers pay recommendations made by the CEO.
5.	To review and monitor the effectiveness of performance management for schools in the Trust.

Key functions

1.	The recruitment and appointment of the CEO and Executive Team of the Trust.
2.	To review and advise the Board on any changes to the pay and terms and conditions of service of all employees in the Trust.
3.	The setting of remuneration ranges and pay for the CEO based on the RLT executive pay policy, benchmarking, and performance.

Scheme of Delegation for CEO & Executive Team

Premises – Trust Offices		
Delegated Duty	Delegated Authority	Comment
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		
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 External Auditors	RLT Members	The same Auditors will work across the Trust. There must be separation between the External and Internal Auditors
Appoint Internal Auditors	RLT Board of Trustees	The same Auditors will work across the Trust. There must be separation between the External and Internal Auditors

Delegated Duty	Delegated Authority	Comment
To recommend for approval the Annual Report and Accounts	RLT Finance, Audit & Risk Committee	Each school must review 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 Trust website
Prepare Annual Central Trust Budget Plan	CFO	In consultation with the CFO. Shared with the CEO. The budget must be approved by the Rowan Learning Trust Board.
Prepare monthly management accounts.	CFO	Must be reviewed with the CEO and Chair of the Trust Board and shared with the 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 must 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 Committee to recommend to the Trust Board for their approval
IT Software	DOO	Purchase of or use of free source software must be in consultation with the ICT Manager and any purchase comply with the financial delegations. Software can only be installed in accordance with Trust data security policies.
IT Hardware	DOO	Purchase of hardware must be in consultation with the ICT Manager and any purchase comply with the financial delegations.
Service Level Agreements / Contracts	CEO (in line with procurement thresholds)	Any new SLAs / contracts or renewals of existing SLAs / contracts must be discussed with the Director of Operations and CFO for approval before signing.

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	CFO	
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	
	Up to £30,000	CEO and CFO	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	£30,001 - £50,000	Rowan Learning Trust Finance, Audit and Risk Committee	Reported to the Trust board
	Over £50,000	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, CFO, Chair of RLT Board and Chair of the Finance, Audit and Risk Committee	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee

Delegated Duty	Value	Delegated Authority	Comment
Authority to incur expenditure within approved annual budget or via SCA	£0 to £60,000 £60,000 to 180,000 Above £180,000	CEO CEO (CEO, CFO and Director of operations must approve) Rowan Learning Trust Finance, Audit & Risk Committee	CEO will delegate responsibility for individual faculty & departmental budgets as appropriate. Assistance should be sought from RLT to run a formal tender process. Formal OJEU tender process must be followed.
Authority to incur expenditure, from reserves, outside approved annual budget	£0 to £60,000 £60,000 to 180,000 Above £180,000	CEO (CEO, CFO and Director of operations must approve) Rowan Learning Trust Finance, Audit & Risk Committee Board of Trustees	Threshold is a total value regardless of the number of transactions. Formal OJEU tender process must be followed.
Authority to incur capital expenditure, from capital grant funding from the SSICB	In line with the conditions of the grant funding agreement.		
Authority to incur capital expenditure, through the TCA	£0 to £60,000 £60,000 to 180,000 Above £180,000	CEO CEO (CEO, CFO and Director of operations must approve) Rowan Learning Trust Finance, Audit & Risk Committee	CEO will delegate responsibility for individual faculty & departmental budgets as appropriate. Assistance should be sought from RLT to run a formal tender process. Formal OJEU tender process must be followed.
Ex-gratia payments	Any	In line with Trust policy, Chief Executive, RLT Board and DfE approval required.	RLT policy reviewed annually.
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

Delegated Duty	Value	Delegated Authority	Comment
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

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	Chair of the Trust, Trust Board Members (minimum of 3 members, with non-voting co-optees as required)
Executive Team Posts	Chief Executive, Chair of the Trust, Chair of both committees and one other as determined by the Chief Executive
All other Trust posts	Chief Executive, and two others as determined by the Chief Executive

HR Levels of Authority

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 LGC 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
Executive Team Posts	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
Executive Team and Central Team staffing restructures involving an increase or reduction in staffing levels.	CEO consulting with Director of HR, CFO and DOO. Approved by the RLT Finance, Audit & Risk Committee
Re-grading/re-designation or increase in hours up to £20,000	CEO, having consulted with the Director of HR and conducted a benchmarking exercise, and then reported to the RLT Finance, Audit & Risk Committee
Creation of permanent or temporary posts with salary up to £55,000	CEO, having consulted with the Director of HR and conducted a benchmarking exercise, and then reported to the RLT Finance, Audit & Risk Committee
Creation of permanent or temporary new posts with salary above £55,000	CEO, having consulted with the Director of HR and conducted a benchmarking exercise, approved by the RLT Finance, Audit & Risk Committee
Revisions to Pay and Conditions (must be made by collective agreement)	Rowan Learning Trust Board
Authorisation of early retirement applications.	CEO, having consulted with the Director of HR and conducted a benchmarking exercise, approved by the RLT Finance, Audit & Risk Committee .
Determination of the pay range and salary for all members of the Executive Team.	Determined by the pay committee of the Board of Trustees in line with the Trust executive pay policy.

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

Scheme of Delegation for Local Governance

The Rowan Learning Trust will establish Local Governance Committees, whose governors' role is to oversee the running of delegated aspects of the academies on behalf of the Trust. The membership of the Local Committee shall be for the RLT to decide. However, this document is intended to stress the critical role that Local Committees have. Each academy has local governance arrangements in the form of a Local Governance Committee. The Local Committee is a sub-committee of the Rowan Learning Trust Board and differs from that of a Governing Body in a Maintained School who have Full Autonomy.



It is important that the Rowan Learning Trust can demonstrate that it has robust and effective governance throughout the whole organisation. The Rowan Learning Trust board will, based on the quality of leadership and management of a school, determine whether a Local Governance Committee (LGC), Local Committee (LAC) or an Interim Executive Committee (IEC) will be put in place. The governing committees 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 and carry out their duties with diligence.

Where leadership and management are deemed not to be good or better, by the RLT board, an Interim Executive Committee (IEC) or Local Advisory Committee (LAC) 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 committee is appropriate. This will be reviewed and amended based on the progress of the school.

Communication between the Rowan Learning Trust Board and Local Committees

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 Committees termly. This provides an opportunity for information sharing between the Trust Board and Local Committees 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 Committee (IEC) <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 Committee (LAC) <ul style="list-style-type: none"> – Transition from IEC to LGC – 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 Committee (LGC) <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 Committee (LGC) <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 Committee (IEC)

It is the intention that an Interim Executive Committee 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 Committee.

Where an IEC is put in place the RLT board will agree the size, structure and delegated powers on a school-by-school basis which may deviate from the delegated powers outlined in this document.

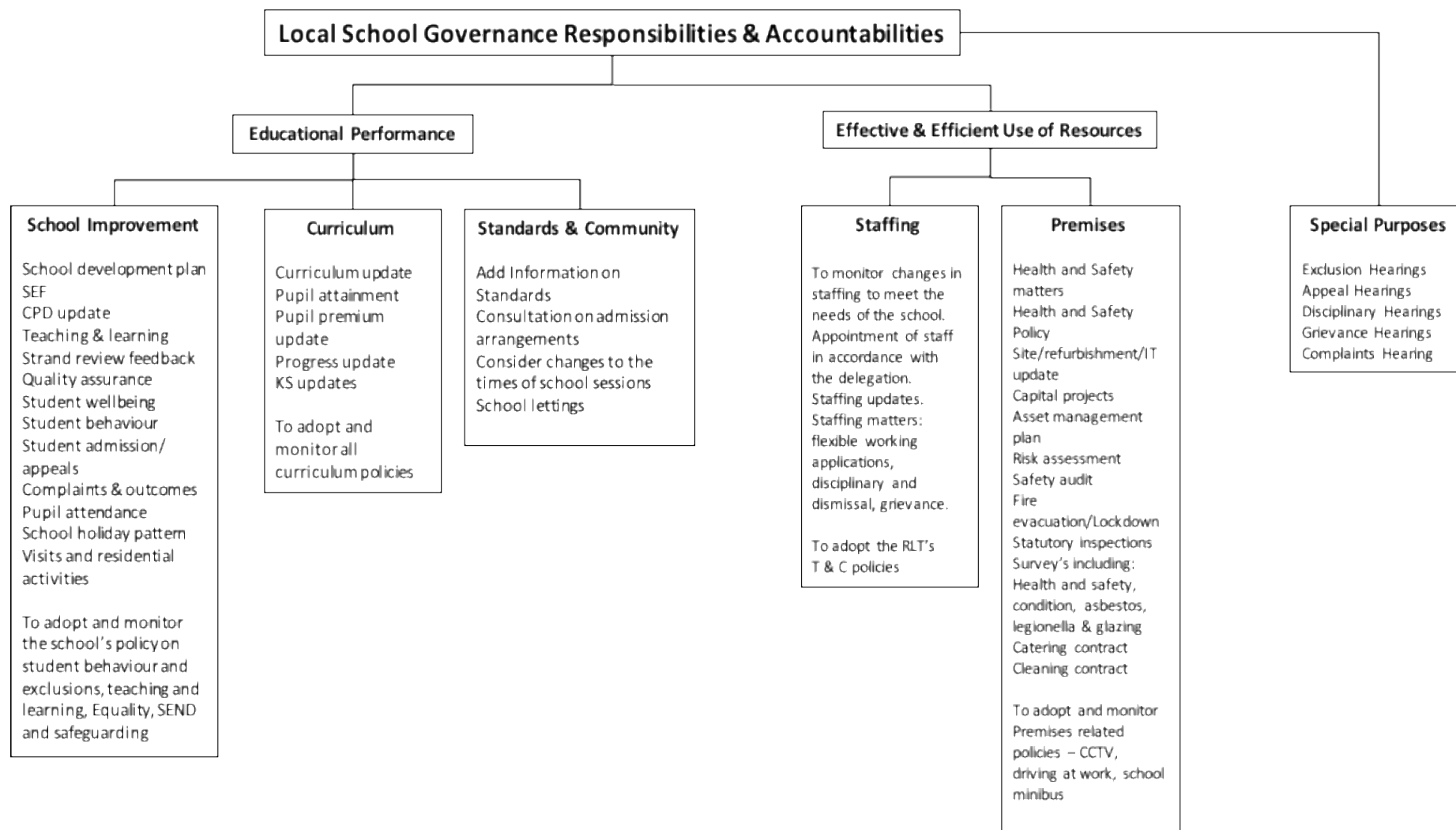
Composition of a Local Advisory Committee (LAC)

Type of Member	Number	Term of Office	How they are elected
Governors			
Chief Executive or Director of phase/EHT	1	Indefinite	N/A – by appointment as Chief Executive Director of phase/EHT
Headteacher	1	Indefinite	N/A – by appointment as Headteacher
Chair	1	Annually	By Rowan Learning Trust Board resolution
Trust appointed governors	5 – 8* including the Chair	4 years	By Rowan Learning Trust Board resolution. *The number of trust appointed governors will be determined by the Board. The Board will consider any representations made by the Local Advisory Committee (or predecessor Governing Body prior to conversion) when considering the re-appointment of a Trust appointed governor. They will also ensure that the LAC 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 Committee (LGC)

Type of Member	Number	Term of Office	How they are elected
Headteacher	1	Indefinite	N/A – by appointment as Headteacher
Chair	1	Annually	Local Governing Committee resolution (refer to page 36)
Trust appointed governors	6 – 10* including the Chair	4 years	By Rowan Learning Trust Board resolution. *The number of trust appointed governors will be determined by the Board. The Board will consider any representations made by the Local Governing Committee or predecessor Governing Body prior to conversion) 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
- ✓ Act in the best interest of the children within the Trust
- ✓ Represent the whole school community
- ✓ Commit to their own Continuous Professional Development including attendance at the RLT Governor training sessions

Local Committees

Local Governing Committees (LGC)

The Local Governing Committee will meet four times a year, twice in the first term and once per term thereafter. The Trust will provide windows within which LGC and their sub-committee meetings will be scheduled to ensure that work isn't duplicated and deadlines for statutory returns are met. In addition, Local Governing Committees 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 Committees will have the option to implement a standards committee at a frequency of their choosing if they deem it appropriate. The Local Governing Committee may delegate powers to this committee, and this will be documented in the Terms of Reference for the committee.

The Headteacher and Local Governing Committee 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 Committee (LAC)

The Local Advisory Committee 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 – the Local Advisory Committee may delegate powers to this sub-committee, which should be agreed by the Director of Communications and Governance/CEO and documented in the Terms of Reference for the committee. The sub-committee will meet at the discretion of the Headteacher and Chair of the LAC. There will be RLT board representation on this sub-committee and LA representation when appropriate.

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

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

The Headteacher and Local Advisory Committee 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 LAC to assist them in the execution of their duties and responsibilities.

Interim Executive Board (IEB)

The organisation of an interim executive committee 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 LAC, to assist them in the execution of their duties and responsibilities.

Finance

Finance will be a standing item at each full governing committee meeting. This scheme of delegation sets out the delegated responsibilities and accountability of the Headteacher and Local committees. The Local Committee 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 committee. This Scheme of Delegation sets out the delegated responsibilities and accountability of the Headteacher and local governing committees.

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 Committee will submit their School Development Plan and Summary SEF to the Chief Executive by the end of September each year.

Note: The Rowan Learning Trust is the Admissions Authority.

Admissions (mainstream schools)		
Delegated Duty	Delegated Authority	Comment
Consultation on policy	Local Governing Committee	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 Committee	
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 Committee to recommend to the Trust Board for approval
Change in oversubscription criteria	RLT Board of Trustees	Local Committee to recommend to the Trust Board for approval
Appeals policy	Local Governing Committee	Levels of Appeals to be reported to the CEO and Trust Board.
	Local Advisory Committee	
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 Committee	Levels of Appeals to be reported to the CEO and Trust Board.
	Local Advisory Committee	

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 Committee 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 Committee and the Trust Board.
Capital programmes which require the use of reserves or exceed capital spend approved in the annual budget.	CEO/RLT Board dependent on value (See page 40)	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 Committee and authorised by the Trust Board.
Capital Programme Contract Variations	Local Governing Committee	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.
	Local Advisory Committee	Note: The Trust Board must approve if the variation exceeds agreed capital spend in the annual budget.
Health and Safety	Local Governing Committee	It is the responsibility of the Local Committee 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 Committee	

Finance		
Delegated Duty	Delegated Authority	Comment
Income Generation	Local Governing Committee	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 Committee 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 Committee	
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
	RLT Board of Trustees	
Other Insurance (e.g., motor, sickness and maternity)	Local Governing Committee	The Local Committee 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 Committee	
Appoint External Auditors	RLT Members	The same Auditors will work across the Trust. There must be separation between the External and Internal Auditors
Appoint Internal Auditors	RLT Board of Trustees	The same Auditors will work across the Trust. There must be separation between the External and Internal Auditors

Delegated Duty	Delegated Authority	Comment
Agree the Annual Report and Accounts	Local Governing Committee	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 Committee	
Prepare Annual School Budget Plan	Headteacher	In consultation with the CFO & SBM. Shared with the CEO. The LGC or LAC 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 Committees. The budget must be approved by the Rowan Learning Trust Board.
Approve Annual Budget	RLT Board of Trustees	The RLT board must approve each school's 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	Must be reviewed by to chair of Local Committee, Headteacher and SBM, and submitted to CFO.
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 must 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 Committee 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 (Classroom / Office)	Headteacher	Purchase of hardware must be in consultation with the IT Manager and any purchase comply with the financial delegations.
IT Hardware (presentation / backroom)	Director of Operations	Purchases will be in line with the estates and ICT plan and will use the Trust capacity allocation (TCA)

Delegated Duty	Delegated Authority	Comment
Service Level Agreements / Contracts	Headteacher (in line with procurement thresholds)	Schools must maintain a Contracts register using the Trust proforma provided by the DOO.
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 Committee	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 Committee	
Fixed Term Exclusions	Headteacher	The Local Committee must be notified of fixed term exclusions for the term at each meeting of the full Local Committee.
Permanent Exclusions	Headteacher, reviewed by Local Committee	Permanent exclusions: The CEO must be notified immediately the decision is taken. If the Local Committee 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 Committee	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 Committee	
Complaints Policy	RLT Board of Trustees	

Delegated Duty	Delegated Authority	Comment
Curriculum Design	Headteacher It is a requirement of the School Funding Agreement that a broad and balanced curriculum is provided.	Where a LGC is in place the Headteacher will set the curriculum, which must be shared with the Local Committee. Where an IEC or LAC are in place the Headteacher will set the curriculum, which must be agreed with the with the CEO or Director of phase/EHT prior to sharing with the Local Committee.
Review and Monitor Curriculum Design and implementation	Local Governing Committee	
	Local Advisory Committee	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 Committee	
	Local Advisory Committee	Reported to the CEO and Rowan Learning Trust Board
Length of School Day	Local Governing Committee	Reported to the CEO and Rowan Learning Trust Board
	Local Advisory Committee	Recommendation by the Local Committee, approved by the CEO, reported to the Rowan Learning Trust Board
Pattern of school term and school holidays	Local Governing Committee	
	Local Advisory Committee	

Delegated Duty	Delegated Authority	Comment
Target Setting for Students	Headteacher	
Maintain school SEF	Headteacher	Presented to the Local Committee 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.
Forming Federations or Alliances	RLT Board of Trustees	
Providing school to school support outside the Trust	Local Governing Committee	Headteacher recommendation, CEO approval not required
	Local Advisory Committee	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 LGC	RLT Board of Trustees	
Decrease Size of LGC	RLT Board of Trustees	
Suspend Chair of LGC	RLT Board of Trustees	
Suspend Local Committee member who is not a Trust appointee	Local Governing Committee	CEO to be consulted in advance
	Local Advisory Committee	N/A
Suspend Local Committee member who is a Trust appointee	RLT Board of Trustees	
Fill vacancy of parent governors	Local Governing Committee	Secret ballot organised by the school
	Local Advisory Committee	N/A

Delegated Duty	Delegated Authority	Comment
Appoint associate governors	Local Governing Committee	N/A
	Local Advisory Committee	Secret ballot organised by the school
Elect chair of Local Committee (LGC)	Local Governing Committee	Excluding anybody with a clear conflict of interest. The chair must have 2 or more years' experience either on the Local Governing Committee or as a senior leader in a good or better school. If a Chair is elected who does not meet this criteria approval is required by the Board of Trustees.
Elect chair of Local Committee (LAC & IEB)	Rowan Learning Trust Committee	The chair must have 3 or more years' experience either as a chair of an LGC or as a senior leader in a good or better school. The Chair of an IEC could also be an NLG or NLE. Excluding anybody with a clear conflict of interest.
Elect vice-chair of Local Committee	Local Governing Committee	Excluding anybody with a clear conflict of interest
	Local Advisory Committee	
Elect chair and vice chair of Local Committee sub committees	Local Governing Committee	Excluding anybody with a clear conflict of interest
	Local Advisory Committee	

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 Committee on any anomalies
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 Committee
	£30,001 - £50,000	Local Committee	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £50,000	Chief Executive, Chief Finance Officer and chair of the Local Committee	Reported to the Local Committee and the Rowan Learning Trust Finance, Audit and Risk Committee
Disposal of assets	Up to £5000	Headteacher	Reported to the Local Committee
	Up to £20,000	Chief Executive, Headteacher and chair of Local Committee	Reported to the Local Committee and the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £20,000	Chief Executive, chair the Local Committee 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 Committee
	Up to £1000	Chief Executive, Headteacher and chair Local Committee	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £1,000	Chair of Local Committee, Rowan Learning Trust Finance, Audit and Risk Committee plus DfE approval	Report to the Rowan Learning Trust Board

Delegated Duty	Value	Delegated Authority	Comment
Write-off overpayments to staff	Up to £500	Headteacher	Reported to the Local Committee
	Up to £1,000	Chief Executive, Headteacher and chair of Local Committee	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
	Over £1,000	Chief Executive, chair of Local Committee and Trust Board member	Reported to the Rowan Learning Trust Finance, Audit and Risk Committee
Petty Cash	£300 (Primary, Secondary and TT Whelley) £500 (TT Hindley)	Operated by the administration assistant Checked by the Business Manager Approval required from the Rowan Learning Trust Finance, Audit & Risk Committee for use of more than £2,000 per year	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. The use of cash should be kept to an absolute minimum. £2,000 maximum petty cash withdrawal per year.
Authority to incur expenditure within approved annual budget or via SCA or TCA	£0 to £40,000 £40,001 to £60,000 £60,001 to £180,000 Above £180,000	Headteacher Local Committee Local Committee to agree and submit for approval to Executive Team (CEO, CFO and Director of operations). Local Committee to agree and submit for approval to Rowan Learning Trust Finance, Audit and Risk Committee.	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.

Delegated Duty	Value	Delegated Authority	Comment
Authority to incur expenditure, from reserves, outside approved annual budget	£0 to £40,000	Local Committee to approve. CEO to be notified	Threshold is a total value regardless of the number of transactions.
	£40,001 to £60,000	Local Committee to agree and submit for approval to Executive Team	Values – refer to the contract value.
	£60,001 to £180,000	Local Committee to agree and submit for approval to Rowan Learning Trust Finance, Audit and Risk Committee.	Formal OJEU tender process must be followed.
	Above £180,000	Board of Trustees	
Authority to incur expenditure from SCA or TCA funding.	As per the Central Services Scheme of Delegation		

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	In line with Trust policy.	RLT policy reviewed annually
Related party transactions	Any	Accounting Officer & Chair of RLT Board & Chair of the FAR Committee.	Report to Trust board.
Defending Legal Claims	Any	Local Committee	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 Committee	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 (LGC)	
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	CEO/Director of phase/EHT, Chair of RLT and a board member, chair or vice chair of the local governing committee member and at least two other members of the Local Committee
Deputy Headteacher	CEO/Director of phase/EHT, Headteacher, a local governing committee member and at least two others determined by the Headteacher
Senior support staff posts, e.g., finance	CEO/Director of phase/EHT, a Local Committee member, CFO (if finance), and at least two others determined by the Headteacher
Assistant Headteacher	CEO/Director of phase/EHT, Headteacher, Deputy Headteacher, a local governing committee member and at least two others determined by the Headteacher
Associate/Aspirant Leader	Headteacher, Deputy or Assistant Headteacher, a local governing committee member and at least two others determined by the Headteacher
TLR 1 Posts	Headteacher, Deputy or Assistant Headteacher, and a local governing committee 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 (LAC)

**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	CEO/Director of phase/EHT, Chair of RLT and a board member, chair or vice chair of the Local Committee and at least two other members of the Local Committee
Deputy Headteacher	CEO/Director of phase/EHT, Headteacher, chair or vice chair of the Local Committee, a Local Board member and at least two others determined by the Headteacher
Senior support staff posts, e.g., finance	CEO/Director of phase/EHT, Headteacher, a Local Committee member, CFO (if finance), and at least two others determined by the Headteacher
Assistant Headteacher	CEO/Director of phase/EHT, Headteacher, Deputy Headteacher, a Local Committee 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 Committee Member 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 Committee 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

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

OTHER HR FUNCTIONS

Compromise Agreements	Delegated Authority
Compromise agreements up to and including £10,000	Headteacher to agree terms, in consultation with Director of HR, approved by the CEO, Headteacher to sign.
Compromise agreements between £10,000 and £49,999	Headteacher to agree terms, in consultation with Director of HR, 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 Director of HR. 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 Committee
Deputy Headteacher	Local Committee
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 Committee. CEO and Director of HR to be consulted prior to seeking approval.
Re-grading/re-designation/increase in hours up to £7,500	Headteacher and then reported to the Local Committee. Director of HR to be consulted.
Re-grading/re-designation/increase in hours between £7,500 and £20,000	Headteacher, approved by the CEO and then reported to the Local Committee 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	Headteacher and CEO and then approved by the Rowan Learning Trust Finance, Audit and Risk Committee and reported to the Local Committee. Director of HR to be consulted.
Creation of permanent or temporary posts within a School with salary below £20,000	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	Headteacher, approved by the CEO and then reported to the Local Committee 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 a starting salary above £55,000	Director of HR to be consulted. Headteacher and CEO and then approved by the Local Committee.
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 Committee. 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.

Changes to Pay and Structures	
Local Advisory Board	Delegated Authority
School staffing restructures.	Director of HR to be consulted prior to seeking approval. CEO and Director of phase/EHT and Headteacher then approved by the Local Committee.
Re-grading/re-designation/increase in hours up to £7,500	Headteacher, approved by the CEO or Director of phase/EHT then reported to the Local Committee. Director of HR to be consulted.
Re-grading/re-designation/increase in hours between £7,500 and £20,000	Headteacher, approved by the CEO or Director of phase/EHT and then reported to the Local Committee 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	Headteacher and CEO Director of phase/EHT and then approved by the Rowan Learning Trust Finance, Audit and Risk Committee and reported to the Local Committee. Director of HR to be consulted.
Creation of permanent or temporary posts within a School with salary below £20,000	Headteacher, approved by the CEO or Director of phase/EHT then reported to the Local Committee. Director of HR to be consulted.
Creation of permanent or temporary new posts within a School with salary between £20,000 and £55,000	Headteacher and Director of phase/EHT and then approved by the CEO and approved by the Local Committee. Director of HR to be consulted.
Creation of permanent or temporary new posts within a School with salary above £55,000	Headteacher and CEO or Director of phase/EHT and recommended by the Local Committee then approved by the CEO. 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 Committee. Director of HR to be consulted.
Determination of Headteacher's pay range	Rowan Learning Trust Pay 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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Any other delegated Authority not described above would need to be referred to the RLT Board of Trustees for a decision