



Transforming Lives

EDUCATIONAL TRUST

**Scheme of Delegated
Authority**

January 2022

Version Control

Category:	Governance	
Authorised By:	TLET Trust Board	
Author:	J. Higham	
Version	9	
Status:	Under Review:	
	Approved:	✓
Issue Date:	January 2022	
Next Review Date:	January 2023	
Statutory Document:	Yes	✓
	No	

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Section 1 – System of Governance

1 – Introduction

- 1.1 Transforming Lives Educational Trust (**TLET**/the **Trust**) is a charitable company limited by guarantee, (company number 07515832) and is an exempt charity. For the purpose of company law, the Trustees of Transforming Lives Educational Trust are directors of the charitable company.
- 1.2 The Trust is formally recognised by the Secretary of State for Education as a Multi-Academy Trust in accordance with the Academies Act 2010 and through the contractual instrument of the Master Funding Agreement.
- 1.3 The Transforming Lives Educational Trust is governed by a Trust Board which is accountable to the Secretary of State for Education and the Department for Education and has overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishment and running of the academies operated by the Trust.
- 1.4 The following academies are currently operated by the Trust:
- Ashlawn School
 - Henry Hinde Infant School
 - Henry Hinde Junior School
 - Houlton School
- 1.5 In order to assist with the discharge of their responsibilities, the Trust Board has established the Operations Standards Committee and the Audit and Risk Committee. Terms of Reference for these subcommittees can be found on the [TLET website](#).
- 1.6 In order to assist with the discharge of their responsibilities, the Trust Board has established an Academy Improvement Management (**AIM**) Board for each of the Academies. The AIM Board shall be a formally recognised and approved sub-committee of the Trust Board and established pursuant to Articles 100 to 104 (inclusive) of the Trust's [Articles of Association](#) (the **Articles**). Terms of Reference for the AIM Board can be found on the [TLET website](#).
- 1.6 The Scheme of Delegated Authority (**SoDA**) as set out below forms part of a suite of documents adopted by the Transforming Lives Educational Trust as the governance framework for the oversight and management of TLET's community of academies. The principal aims are to:
- Ensure clarity of vision, ethos and strategic direction.
 - Hold executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff.
 - Oversee the financial performance of the organisation and make sure its money is well spent.
- 1.7 The Scheme of Delegated Authority as set out here must be read in conjunction with the Trusts' governance framework documents. These includes the Trust's internal documentation and pertinent external publications. For a list of Related Documents, see **p. 7**.
- 1.8 This Scheme of Delegated Responsibility may only be amended by the Trust Board.

2 – Context

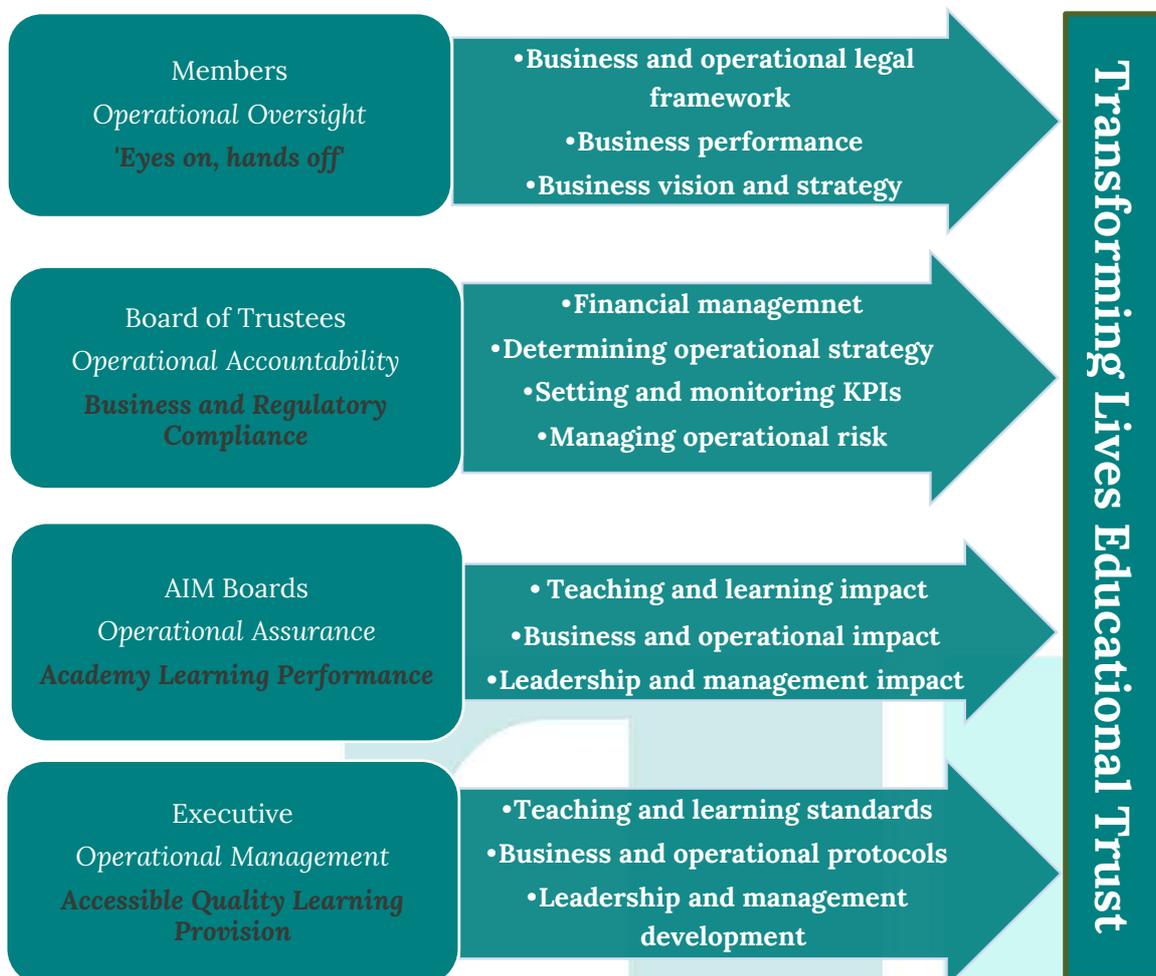
- 2.1 The Department for Education and the parents/carers of the children and young people in our charge have entrusted TLET and its community of academies with delivering accessible high-quality meaningful learning. To this end, there is:
- Societal expectation for expertise and excellence of learning.
 - Student and pupil expectation for engaging and effective learning.
 - System expectation for enabled and efficient learning.

3 – Purpose

- 3.1 Central to the Trust’s governance structure, business operation, and educational ethos and delivery is the Trust Board, the Executive, the AIM Boards and Academy Principals.
- 3.2 This Scheme of Delegated Authority clearly delineates delegated authorities and responsibility, which cascade down from the Trust Board to the Executive, the AIM Board and Academy Principals.
- 3.3 When a process is not mentioned in this Scheme of Delegated Authority, it shall be assumed to have been retained by the Trust Board.

4 – Integrated System of Governance

- 4.1 The Trust’s system of governance and documented working practices are integral to the effective and efficient operation of the Trust Board and by extension, the execution of Trustee’s obligations as both directors of the charitable company and in their oversight and discharge of the management of the Trust and its family of academies.



5 – Monitoring of Scheme of Delegated Authority

- 5.1 It is the responsibility of the Trust Board and those to whom it delegates the authority, to ensure that the principles and procedures of this Scheme of Delegated Authority are adhered to. The use of this document will be subject to routine monitoring to ensure its fidelity in practice. The evidence gathered from

monitoring shall inform any reviews and future revisions to the SoDA, which will be carried out at regular intervals and no later than as stated on Page 2 of this document.

Related Documents

[TLET Articles of Association](#)

[TLET Handbook of System of Governance and Working Practices](#)

[TLET Members Terms of Reference](#)

[TLET Trust Board Terms of Reference](#)

[TLET AIM Board Terms of Reference](#)

[TLET Link Trustee Terms of Reference](#)

[TLET Operations Standards Committee Terms of Reference](#)

[TLET Audit and Risk Committee Terms of Reference](#)

[TLET Code of Business Conduct](#)

[TLET Declaration of Pecuniary and Personal Interests](#)

[TLET Master Funding Agreement](#)

[TLET Supplemental Funding Agreements](#)

TLET Strategic Plan

[The ESFA Academy Trust Handbook](#) (updated annually)

[The DfE Guidance: Multi-academy Trust Resources](#) (periodically updated)

[The DfE Governance Handbook](#) – an essential resource for governors and Trustees outlining roles and responsibilities for those governing. It also details the legal duties of the governing board of all state schools in England.

Section 2 – Scheme of Delegated Authority

1 – Strategy & Leadership

	Trust Board	CEO	AIM Board	Principal
1. Set strategic objectives and KPIs of the Trust	Review, challenge and approve	Draft and develop		
2. Set strategic objectives of the academies	Review and approve	Review, challenge and approve Consolidate academy plans and present to the Trust Board	Review, challenge and approve	Draft and develop individual Academy Objectives in line with Trust strategy and KPIs
3. Deliver strategic objectives of the Trust and monitor performance against KPIs	Review and monitor performance	Deliver & report to Trust Board		
4. Deliver strategic objectives of the academies	Review	Review and monitor performance Report to Trust Board	Review and monitor performance	Deliver/achieve objectives Report progress to AIM Board & CEO

	Trust Board	CEO	AIM Board	Principal
5. Compliance: Funding Agreement – comply with all obligations including the Academy Trust Handbook	Monitor Trust-wide compliance	Monitor and report to Trust Board Take action to mitigate non-compliance Deliver compliance with policies	Monitor academy compliance	Deliver & report to AIM Board & CEO Deliver compliance with policies
6. Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety law)	Monitor Trust-wide compliance	Monitor and report to Trust Board Take action to mitigate non-compliance Deliver compliance with policies	Monitor academy compliance	Deliver & report to AIM Board & CEO Deliver compliance with policies
7. Compliance: Financial Oversight – ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Review and approve Trust policies and controls to ensure compliance	Develop policies, checks & balances to ensure proper financial oversight Deliver compliance with policies	Monitor academy compliance	Deliver & report to AIM Board & CEO Deliver compliance with policies and controls

	Trust Board	CEO	AIM Board	Principal
8. Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	<p>Review and approve Trust policies and processes to ensure compliance</p> <p>Record Trust Board conflicts of interest and connected party transactions</p> <p>Review annually conflicts of interest and connected party transactions of each AIM Board</p>	<p>Develop policies and processes</p> <p>Deliver compliance with policies</p>	<p>Monitor academy compliance</p> <p>Report annually conflicts of interest and connected party transactions to the Trust Board</p>	<p>Deliver & Report to AIM Board & CEO</p> <p>Deliver compliance with policies</p>
9. Appointment of Trust Board – ensuring processes in place for appointment of Trust Board (including ensuring that the Trust Board have the skills to run the Trust), as detailed in the TLET Governance Recruitment Policy.	<p>Appoint in accordance with Articles of Association</p> <p>Review Trust Board performance against competency framework</p>	<p>Develop processes in accordance with Articles of Association</p>		
10. Appointments of Partners – ensuring processes in place for appointment of Partners (including ensuring that the Partners have the skills to run the academies), as detailed in the TLET Governance Recruitment Policy	<p>Appoint Partners</p>		<p>Recommend Staff, Parent and Co-Opted Partners to Trust Board.</p> <p>Review Partner competency and performance and report to Trust Board</p>	

	Trust Board	CEO	AIM Board	Principal
11. Appointment of Clerks – Trust Board and AIM Boards	Appoint the Clerks to the Trust Board & AIM Boards			
12. Appointment of the Internal Auditors and Audit Committee	Appoint	Monitor performance		
13. Policies – review, approve and monitoring of Trust Wide Policies (including curriculum, admissions, DBS, charging and remissions policies, health & safety and Safeguarding)	Review & approve Trust wide policies	Develop Trust wide polices for Trust Board approval Deliver compliance with policies Report material non-compliance to the Trust Board	Monitor compliance with Trust-wide policies Review & approve academy specific policies	Develop academy-specific polices for AIM approval Deliver compliance with Trust and academy policies Report non-compliance to the AIM Board and the CEO
14. Prepare Terms of Reference for Trust Board, Link Trustees, Trust Board sub-committees (ARC, OSC, AIM)	Approve & deliver	Develop	Comply & deliver	
15. Training programme for Trust Board and Partners	Approve & comply	Develop	Comply	

2 – Education and Curriculum

	Trust Board	CEO	AIM Board	Principal
1. TLET's Strategic Plan (3-5 Year Overview)	Review, challenge & approve the Strategic Plan	Develop the Strategic Plan, in consultation with the TLET Executive Present Strategic Plan to Trust Board		
2. Academy Development Plan (which breaks down the long-term strategic aims of the Trust into yearly targets)	Review, challenge & approve the Academy Development Plans	Review and challenge the Academy Development Plans Present Academy Development Plans to Trust Board	Review, challenge & recommend Academy Development Plans to CEO	Work with the CEO in producing the Academy Development Plans Review Academy Development Plans
3. Key Performance Indicators – setting and reviewing performance of the Trust & the academies	Set Trust-wide KPIs Review performance against KPIs	Delivering against the KPIs across the Trust Report performance against KPIs to Trust Board	Monitoring & challenging progress against KPIs	Delivering against the KPIs within own academy Reporting progress against KPIs to AIM Board & CEO
4. Set admissions policy	Approve	Review	Develop in consultation with Principal	Deliver
5. Admission decisions			Review & monitor	Advise, recommend & report to AIM Board

	Trust Board	CEO	AIM Board	Principal
6. Collective worship arrangements	Develop in consultation with CEO, AIM Board and Principal	Develop in consultation with CEO, AIM Board and Principal	Review	Deliver
7. Pupil/Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review, challenge & approve policy	Developing policy & ensuring compliance Report compliance to Trust Board	Monitor compliance with Trust-wide policy	Manage Pupil/Student issues in line with Trust and academy policies (including attendance, exclusions, punctuality and disciplinary matters for each academy)
8. Academy Hours – setting the opening and closing times for the academies	Determine in consultation with AIM Board & CEO	Review	Consult with Trust Board & CEO	Comply
9. Term Dates and length of academy day	Determine in consultation with AIM Board & CEO	Review	Consult with Trust Board & CEO	Comply
10. Academy lunch – ensure provided to appropriate nutritional standards		Monitor	Review	Deliver
11. Provision of free school meals to those meeting criteria		Monitor	Review	Deliver

	Trust Board	CEO	AIM Board	Principal
12. Educational Policies (other) – e.g. SEND, management of medicines etc; Monitoring educational performance and student progress; Setting targets for pupil achievement; Pupil and Sports premium; Changes to structure of academy day	Review & approve	Review	Recommend to Trust Board & CEO	Determine in consultation with AIM Board
13. Curriculum Design (Intent, Implementation, and Impact) – in accordance with the academy’s designation	Approve	Review	Recommend	Determine

3 – Safeguarding

	Trust Board	CEO	AIM Board	Principal
1. Safeguarding Policies (Trust wide and Local), including but not limited to: Safeguarding and Child Protection; Safer Recruitment; Public Interest Disclosure (Whistleblowing); Attendance and Punctuality; Behaviour (Pupil/Student); Staff Code of Conduct; Allegations Against Staff; Exclusions	Review & approve Trust-wide policies	Develop Trust-wide policies for Trust Board approval Deliver compliance with Trust-wide policies Report material non-compliance to Trust Board	Recommend academy specific policies to Trust Board & CEO. Review & monitor compliance of academy specific and Trust-wide policies. Report non-compliance of Trust-wide policies to CEO.	Develop academy-specific policies for AIM Board approval Deliver compliance with Trust-wide and academy-specific policies Report non-compliance to the AIM Board & the CEO
2. Single Central Record	Approve Trust-wide standardised SCR reporting.	Develop Trust-wide standardised SCR reporting.	Monitor SCR completion & compliance Report to Trust Board via KPI reporting & safeguarding audits	Operate & comply with SCR reporting.
3. Curriculum (Intent, Implementation, and Impact of the safeguarding curriculum).	Review AIM Board monitoring & recommend improvements identified in KPI reporting & audits.		Review, approve, monitor & report to Trust Board via KPI reporting & safeguarding audits	Determine, deliver & report impact & feedback from stakeholders to AIM Board

	Trust Board	CEO	AIM Board	Principal
4. Assessment of Risk and Record Keeping (of children at risk)		Review & challenge effectiveness of assessments & recording Report findings to Operations Standards Committee	Review, approve, monitor & report to Trust Board via KPI reporting & safeguarding audits	Determine, deliver & report impact & feedback from stakeholders to AIM Board
5. Continuing Professional Development (ensure that all staff, volunteers and visitors are appropriately and sufficiently trained to fulfil their safeguarding responsibilities).	Review AIM Board monitoring & recommend improvements identified in KPI reporting & audits.		Review, monitor & report to Trust Board via KPI reporting & safeguarding audits	Determine, deliver & report impact & feedback from stakeholders to AIM Board
6. Induction (Trust-wide)	Review AIM Board/CEO monitoring	Develop and oversee delivery of Trust-wide induction processes		
7. Induction (academy-specific)			Review, monitor & report to Trust Board via KPI reporting and safeguarding audits	Develop and oversee delivery of academy-specific induction processes

	Trust Board	CEO	AIM Board	Principal
8. Monitoring , including but not limited to these themes: Policy and procedures; Recognising and responding to risk; Staff understanding and awareness; Children's safety, education and awareness; Behaviour management; School environment	Conduct monitoring of: <ul style="list-style-type: none"> - Safer Recruitment - Staff Voice (inc. Quality & impact of training; well-being) - Allegations against staff - Exclusions Review monitoring from AIM Board Feedback to AIM Board via annual review	Conduct monitoring of: <ul style="list-style-type: none"> - Trust-wide policies Report findings to Operations Standards Committee	Conduct monitoring of: <ul style="list-style-type: none"> - SCR - Behaviour Log (inc. use of physical intervention) - Bullying, racism & discrimination - Attendance, Punctuality & Exclusions Report AIM Board and Principal monitoring to Operations Standards Committee via Annual Review	Conduct monitoring of: <ul style="list-style-type: none"> - Safeguarding induction and refresher - Curriculum inc. PREVENT, protective behaviours, healthy relationships, signposting, RSE - Pupil Voice (inc. curriculum; safety) - Academy environment Report to AIM Board
9. Monitoring of RSE (Relationships and Sex Education)	Review & monitor	Monitor Report findings to Operations Standards Committee	Review & approve	Develop & deliver Report to AIM Board

4 – HR & Operations

	Trust Board	CEO	AIM Board	Principal
1. Appointing the CEO	Appoint			
2. Appointing the CFO & other Trust Executive roles	Appoint	Recommend appointment to Trust Board Sit on appointment panel, along with at least two Trustees		
3. Appointing the academy Principal	Approve & appoint in consultation with the CEO/ AIM Board	Recommend appointment to the Trust Board Sit on appointment panel, along with two AIM Board Partners	Nominate two AIM Board Partners to sit on the appointment panel with the CEO	
4. Appointing of cross-Trust Staff (in line with TLET's Safer Recruitment Policy)		Appoint in line with Trust Policy & Budget		
5. Appointing Academy Staff (in line with TLET's Safer Recruitment Policy)				Appoint in line with Trust Policy & Budget
6. Reducing/Restructuring Academy Staff	Approve	Review & recommend to Trust Board	Review & recommend to CEO	Develop with AIM Board

	Trust Board	CEO	AIM Board	Principal
<p>7. Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance, absence and performance management policies) in accordance with all appropriate regulations</p>	<p>Review & approve Trust-wide policies</p>	<p>Develop Trust-wide policies for Trust Board approval</p> <p>Deliver compliance with Trust-wide policies</p> <p>Report material non-compliance to the Trust Board</p>	<p>Ensure implementation of all Trust-wide policies approved by the Trust Board</p> <p>Monitor compliance & report non-compliance to Trust Board</p> <p>Review & approve academy-specific policies</p>	<p>Develop academy-specific policies for AIM Board approval</p> <p>Deliver compliance with Trust-wide & academy-specific policies</p> <p>Report non-compliance to the AIM Board & the CEO</p>

	Trust Board	CEO	AIM Board	Principal
8. Performance Management together with pay reviews (in line with the Trust's Pay and Appraisal policies and all statutory regulations)	<p>Conduct CEO PDR</p> <p>Attend all other Executive PDRs</p> <p>Receive reports in respect of appraisal arrangements & outcomes for the Executive & Principals</p> <p>Review appeals in respect of Principals & Executive</p> <p>Determine & approve pay for CEO</p> <p>Ratify pay for Principals and Executive</p>	<p>Conduct the Executive & Principal PDRs</p> <p>Review appeals in respect of SLT & report to the Trust Board</p> <p>Recommend pay for Executive to Trust Board</p> <p>Determine and recommend pay for Principals and Executive to Trust Board</p>	<p>Review any appeals in respect of non-SLT staff</p> <p>Review post threshold pay recommendations for eligible teaching staff</p> <p>Recommend pay awards for eligible threshold teaching staff and Principal to Trust Board</p>	<p>Conduct SLT PDRs & report recommendations to the CEO</p> <p>Ensure SLT conduct PDRs in accordance for all other staff</p> <p>Recommend threshold pay awards for eligible teaching staff</p>
9. Setting Terms and Conditions of Employment (Trust-wide)	<p>Review, challenge & approve</p>	<p>Develop & present Terms & Conditions of Employment</p> <p>Ensure T&Cs & Employment Handbook are maintained & current</p> <p>Deliver & comply</p>	<p>Monitor academy compliance</p>	<p>Deliver & comply</p>
10. Staff Handbook (academy specific)			<p>Review, challenge & approve</p>	<p>Develop, in consultation with TLET HR Department</p> <p>Recommend to AIM Board</p>

	Trust Board	CEO	AIM Board	Principal
11. Dismissing Trust staff (in accordance with the Trust Staff Disciplinary and Staff Capability policies or for reason of redundancy, and in accordance with employment law)	Dismiss, in respect of the CEO Review Principal and SLT dismissals Monitor all other staff dismissals	Dismiss, in consultation with the Trust Board, in respect of Principals and SLT Dismiss, in respect of Central Team staff Review, in respect of all other staff	Monitor academy staff dismissals	Dismiss all other staff Report all other staff dismissals to AIM Board & CEO
12. Determining and allocating central services provided to the Trust to the Academies	Review, challenge & approve	Recommend scope & operation of Central Services Deliver		Comply
13. Overseeing the effectiveness of services provided centrally by the Trust	Review & monitor	Deliver & report to the Trust Board		
14. Asset and Premises Maintenance Strategy – determining use of Academies’ premises and ensuring premises are adequately maintained	Review, challenge & approve Monitor compliance	Recommend strategy Ensure strategy is implemented & provide annual report to the Trust Board	Implement strategy	Comply with strategy
15. Acquiring and disposing of Trust land and changing use of Assets	Review, challenge & approve	Recommend		

	Trust Board	CEO	AIM Board	Principal
16. Arranging insurance for the Trust	Review, challenge & approve	Deliver		
17. Media and PR - overseeing public relations activities to protect the activities of the Trust and the Academies to the wider community	Determine Trust-wide approach &/or policy	Deliver & comply	Comply	Comply
18. Academy Prospectus and website		Review & approve	Review & recommend to CEO	Prepare, maintain & recommend to AIM Board
19. Trust Prospectus and website	Review & approve	Prepare & recommend		

5 – Financial (Also see Section 3 – Financial Scheme of Delegation)

	Trust Board	CEO	AIM Board	Principal
1. Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the academies) so as to secure the Trust's financial health in the short-term and the long-term	Review & approve	Recommend funding model to the Trust Board for approval	Comply with the financial plan for the academy	Deliver the financial plan for the academy
2. Trust Annual Budget – formulating and setting the Trust wide budget	Review, challenge & approve	CEO ensures preparation of Trust budget CEO ensures presentation of budget to the Trust Board for approval Review submission of Trust budget to the ESFA		
3. Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)	Review, challenge & approve	Manage the development of academy budgets in consultation with the AIM Board & present to the Trust Board for approval	Review, challenge & recommend to Trust Board	Develop academy budget with CFO
4. Expenditure and ensuring delivery of Annual Budgets and Financial Reporting	Review & challenge Trust-wide financial reporting	Review & challenge financial reporting	Review academy financial reporting	Deliver against agreed budget

		Ensure preparation of Trust-wide financial monitoring reports for Trust Board		Review financial monitoring reports for AIM Board
5. Financial Policies (including procurement) – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements	Review & approve Trust-wide policies	Develop Trust-wide policies for Trust Board approval Deliver compliance with Trust-wide policies Report material non-compliance to the Trust Board	Review the implementation of all policies approved by the Trust Board & monitor compliance Review & approve academy-specific policies	Develop academy-specific policies for AIM Board approval Deliver compliance with Trust-wide & academy-specific policies Report non-compliance to the AIM Board & the CEO
6. Approving annual accounts	Review & approve Annual Accounts	Ensure the preparation of the annual financial statements Arrange for auditing of annual report & accounts Ensure compliance with regulatory filing requirements Keep proper records in respect of the Trust Accounts.	Ensure proper records are maintained in respect of the academy & providing such information to assist the Trust in preparation of the Annual Accounts	Keep proper records in respect of the academy & providing such information to assist the Trust in preparation of the Annual Accounts
7. Corporate Risk Register	Review, challenge & approve Monitor compliance	Ensure corporate risk register is maintained Report compliance to Trust Board	Review & monitor academy risk register	Develop and deliver academy risk register Report compliance to AIM Board

Section 3 – Scheme of Delegated Financial Authority

Decision Level 1:	TLET Trust Board (TB)
Decision Level 2:	TLET Audit and Risk Committee (ARC)
Decision Level 3:	TLET Chief Executive Officer (CEO)
Decision Level 4:	TLET Chief Financial Officer (CFO)
Decision Level 5:	Academy Improvement Management Board (AIM Board)
Decision Level 6:	Academy Principal (P)

N.B – Items may be delegated to staff within the academy unless otherwise indicated. The Delegated Financial Authority to budget holders in each academy is limited to their annual budget allocation.

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
Purchasing and Procurement (subject to budgetary constraints)	F1	Placing orders for goods and services (Three quotations required for items over £5,000)	To approve spend over £25,000 Formal tendering process [i]		To recommend spend over £25,000 at TLET Central Services and academies to the Trust Board for approval	To approve spend of less than £25,000 for TLET Central Services	To approve spend between £10,000 and £25,000 To recommend spend over £25,000 to the CEO for approval	To approve spend up to £10,000 To recommend spend between £10,000 and £25,000 to the Academy Improvement Management Board for approval
	F2	Tendering Process	To authorise tenders for	To monitor tenders for	To recommend tenders over value	To undertake tenders over the		

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
			orders over £25,000 Formal tendering process [i]	transactions over £25,000	of £25,000 to the Trust Board for approval	value of £25,000 on behalf of the Trust Board		
	F3	Register of Business Interests and Related Party Transactions	<p>To complete an annual Declaration of Business Interest</p> <p>To seek prior approval from ESFA for any related party transaction for contracts or supply of goods in excess of £20,000 (collectively or individually).</p>		<p>To ensure all central staff with financial responsibility and/or significant spending powers and all Trustees complete an annual Declaration of Business Interests and the Register of Interests is published on the MAT website annually.</p> <p>To approve related party transaction (where appropriate) up to</p>		<p>To ensure all Partners complete an annual declaration of business interests and the Register of Interests for partners and staff is published on the academy website annually.</p> <p>To ensure correct tendering processes where related party transactions are being</p>	<p>To ensure all staff with financial responsibility and/or significant spending powers complete an annual Declaration of Business Interests</p>

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
					£19,999 via the ESFA's online system.		considered. To recommend related party transaction (where appropriate) up to £19,999 to the CEO.	
	F4	Authorisation of Purchase Requisitions	To authorise Purchase Requisitions over £25,000		To authorise Purchase Requisitions for TLET Central Services and academies up to £25,000	To authorise Purchase Requisitions up to £10,000 for TLET Central Services. To approve named budget holders to authorise Purchase Requisitions not to exceed individual budget allocations.		To authorise Purchase Requisitions up to £10,000 for Academy. To approve named budget holders to authorise Purchase Requisitions not to exceed individual budget allocations.
	F5	Making payments			To make payments for approved costs for the academies	To make payments for the academies or TLET Central Services with one		To make payments for the academy with one

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
		(signing cheques, BACS payments and other bank transfers)			or TLET Central Services with one other approved bank signatory (See F.13) and within approved bank authorisation levels	other approved bank signatory (See F.13) and within approved bank authorisation levels		other approved bank signatory (See F.13) and within approved bank authorisation levels
Annual Budget and Financial Management	F6	Approval of Annual Budget	To approve the annual budget for the Multi Academy Trust	To review and recommend annual budget to Trust Board	To review and recommend annual budget to ARC	To review and recommend annual budget to CEO	To review and recommend annual budget to CFO	To prepare annual budget in consultation with CFO and Academy Improvement Management Board
	F7	Monthly Management Accounts	To monitor monthly management accounts for the academies and TLET Central Services, taking action where necessary.		To review monthly management accounts for the academies and TLET Central Services with the CFO, recommending action to the	To produce monthly management accounts for the academies and TLET Central Services. To review monthly management accounts with	To review monthly management accounts for the Academy and take action where necessary.	To review monthly management accounts produced by the CFO

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
					Trust Board where necessary.	academy Principal and the CEO (for Central Services), recommending action to the Trust Board where necessary.		
	F8	Authorised to make virements between cost centres / codes (without increasing overall budget)		To monitor virements across the Trust, taking action where necessary	To approve virements To report on approved virements to the ARC	To review and recommend virements to the CEO	To monitor virements at the academy, taking action where necessary	To recommend virements to the CFO To report on virements to the Academy Improvement Management Board termly
	F9	Use of reserves or increase of overall annual budget	To approve the use of reserves or increase in budget	To review and recommend the use of reserves or increase in budget to the Trust Board	To review and recommend the use of reserves or increase in budget to the ARC	To review and recommend the use of reserves or increase in budget to the CEO	To recommend the use of reserves or increase in budget to the CFO	To recommend the use of reserves or increase in budget to the Academy Improvement Management Board

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
	F10	Control Accounts Reconciliation		To monitor the reconciliation of control accounts for the TLET Central Services and the academies	To review and approve the control accounts reconciliations provided by the CFO in accordance with the MAT financial timetable	To produce the control accounts reconciliations for review and approval by the CEO		To review and approve the control accounts reconciliations provided by the Academy Business Manager in accordance with the MAT financial timetable
	F11	Allocation of Reserves		To review and approve the Trust wide Reserves Policy.		To produce the Trust wide Reserves Policy.	To adhere to, and report, against the Trust-wide Reserves Policy	
Banking Authority & Cash Management	F12	Approval to borrow money. (This is not allowed under the funding agreement and must always be a Trust Board decision)	To present a proposal to the Secretary of State	Not permitted	Not permitted	Not permitted	Not permitted	Not permitted

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
	F13	<p>Open a bank account</p> <p>(Accounts must always be opened in the name of the Academy or Trust with the minimum of two signatories)</p>			To authorise the opening of any bank accounts for the TLET Central Services and academies	To recommend the opening of any bank accounts for the TLET Central Services and academies to the CEO		To recommend the opening of any bank accounts for the academy to the CFO
	F14	<p>Approving bank signatory</p>	To approve bank signatories for the TLET Central Services Accounts		To recommend the list of TLET Central Services approved bank signatories to Trust Board for approval	To approve academy bank signatories	To recommend the list of approved bank signatories to CFO for approval	To recommend other approved signatories to the Academy Improvement Management Board or appropriate committee from the following: Vice Principal, Member of SLT, Academy Business Manager or Finance

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
								Manager/Officer.
	F15	Authorised credit card users (if applicable)		To approve TLET Central Services credit card users and card limit		To approve academy credit card users and card limit To recommend list of approved credit card users for TLET Central Services to ARC		To recommend other approved credit card users to the CFO
	F16	Authorised to administer petty cash		To monitor the administration of petty cash transactions		To administer petty cash transactions for TLET Central Services Account to the limit of £75 per transaction		To approve a named member of staff to administer petty cash transactions for the academy to the limit of £75 per transaction
	F17	Authorised to collect income, open postal remittances, empty pay phone/vending				To approve a named member of staff to collect income, open postal remittances, empty		To approve a named member of staff to collect income, open postal

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
		machines in the presence of another person.				payphone/vending machines in the presence of another person for the TLET Central Services		remittances, empty payphone/vending machines in the presence of another person for the academy
	F18	Authorised to invoice, receipt and bank income in the presence of another person				To approve a named member of staff to invoice, receipt and bank income in the presence of another person for the TLET Central Services		To approve a named member of staff to invoice, receipt and bank income in the presence of another person for the academy
Statutory Reporting (including annual budget and consolidate annual accounts)	F19	Completing annual and periodic financial reports to the Trust Board, EFA and/or DfE	To approve annual and periodic financial reports prior to submission to the EFA and/or DfE	To review annual and periodic financial reports to Trust Board, EFA and/or DfE and present to	To review annual and periodic financial reports to Trust Board, EFA and/or DfE and present to ARC for review	To prepare annual and periodic financial reports to the Trust Board, EFA and/or DfE. To submit approved reports		

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
				Trust Board for approval				
	F20	Authorised to complete VAT 126 claims				To review and submit VAT 126 claims for the TLET Central Services		To review and submit VAT 126 claims for the academy
Fixed Assests	F21	Asset Register	To receive assets reports from the ARC	To review and approve asset register for TLET Central Services and academies annually		To enter items over the capitalisation limit of £1,000 onto the register for TLET Central Services	To review the fixed assets register annually	To ensure items over the capitalisation limit of £1,000 are entered onto the register for the academy
	F22	Security of Assets				To ensure there is adequate security for stores and equipment at TLET Central Services		To ensure there is adequate security for stores and equipment at Academy
	F23	Disposal of Assets	To approve the disposal of assets. (Disposal of land, buildings and heritage assets to be	To recommend the disposal of assets over net book value of £1,000 to the Trust Board	To recommend the sale or destruction of items over a net book value of £1,000 to ARC	To authorise the sale or destruction of items up to net book value of £1,000.	To approve the disposal of items with a net book value below £500.	To recommend the disposal of items with a net book value below £500 to the appropriate

Key Function	Function Number	Tasks	Decision Level						
			TB	ARC	CEO	CFO	AIM	P	
			agreed with the ESFA.)					To recommend disposal of assets to CFO for items over net book value of £500	Academy Improvement Management Board committee
	F24	Loan of Assets			To approve the loan of assets subject to loan register being signed and maintained for TLET Central Services or academies	To approve the loan of assets subject to loan register being signed and maintained for TLET Central Services			To approve loan of assets over the net book value of £250 subject to loan register being signed and maintained by Academy
Debts	F25	Write off bad debts/losses	To approve the writing off bad debt/losses over the value of £1,000	To review and recommend writing off bad debts / losses over value or £1,000 to the Trust Board	To approve writing off bad debt/losses up to the value of £1,000 To recommend writing off bad debt/losses over £1,000 to the ARC	To recommend writing off bad debt/losses up to £1,000 to the CEO	To approve writing off bad debt/losses to the value of £500. To recommend writing off bad debt/losses	To recommend writing off bad debts /losses to the Academy Improvement Management Board to the value of £500	

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
							over £500 to the CFO	To notify the CFO of any bad debt/losses to be written off.
Payroll	F26	Payroll Administration			To instruct Head of HR to amend the employee files including salary amendments and allowances			To issue Payroll with authorised amendments to the employee files including salary amendments and allowances To inform Head of HR of any authorised amendments to the employee files at the time of change
	F27	Payroll Payments				To reconcile the staff payments at the TLET Central		To monitor the reconciliation

Key Function	Function Number	Tasks	Decision Level					
			TB	ARC	CEO	CFO	AIM	P
						Services, comparing figures to previous months gross salary, adjustments, appointments, resignations, pay amendments etc..		of academy staff payments at the academy monthly, comparing figures to previous months gross salary, adjustments, appointments, resignations, pay amendments etc..
Insurances	F28	Insurance Premium Renewal			To approve insurance arrangements for TLET Central Services and academies	To review and propose sums insured, risk and claims handling at TLET Central Services Office and academies		To manage insurance claims at the academy

[i] In light of the UK's withdrawal from the EU on 31st December 2020, consideration must be given to the applicability of historic EU procurement rules that may remain relevant for future tenders that meet or exceed the following financial levels:

£189,330 for good and services

£4,733,252 for works

£663,540 for social and other specific services

The Transforming Lives Educational Trust follows DfE advice in connection with the procurement of contracts and is aware of its obligations as a contracting authority. TLET acknowledges DfE advice that multi-year contracts should now be considered as a single, total, overall sum rather than viewed as an annual amount. When viewing multi-year contracts as a single, total, overall sum, the applicable spend threshold should be rigorously checked as, in some cases, this may mean the current £189,330 threshold as set out in the Public Contract Regulations 2015 is crossed and, thus, a procurement process, which hitherto would not be necessary, is now required.

