



**SPENCER**  
ACADEMIES TRUST

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# The Spencer Academies Trust Scheme of Delegation

April 2021

## Principles

1. The Spencer Academies Trust Academies (SAT) is an exempt educational charity.
2. Our aim for SAT is to improve the life chances of children and young people by raising aspiration and fulfilling potential.
3. The SAT Board of Directors (BoD) is clear that it has responsibility to ensure that all statutory obligations to our pupils, students, parents, the Department for Education and the Education and Skills Funding Agency are met.
4. SAT BoD's intention is to provide a framework via the Scheme of Delegation within which Central Team Staff, Local Governing Bodies (LGB) and Academy Principals can make decisions to meet the needs of pupils, students and where appropriate, the wider community.
5. Everything we do is about the future of our pupils and students.
6. We are fully inclusive and welcome children from vulnerable groups.
7. We participate in Local Authority admissions arrangements.
8. We are not selective.
9. We provide on-going high quality professional development for all our staff.
10. We follow the School Teachers Pay and Conditions and National Joint Council conditions of service.
11. We seek to work positively with trade unions.
12. We play our full role in Fair Access and hard to place protocols.
13. We always put collaboration before competition.
14. We believe in sharing information with other providers, employers and all agencies supporting children and young people.

## **Mission Statement**

Our Mission is to provide high quality education and deliver the best possible outcomes for children and young people.

## **Vision Statement**

The Spencer Academies Trust is an exceptional Trust, which provides an outstanding education for local children.

### **We believe**

- All children have a right to a quality education regardless of background or ability, and have an entitlement to the opportunity of a secure progression route in their learning and development.
- Schools are stronger when they work in collaboration with each other, operate within a 'family' and are open to a true sense of partnership.
- We grow the effectiveness and sustainability of our schools by developing the people within them, and believe that through shared and equitable responsibility for quality and outcomes, we achieve more.

## SAT Members

The Members are the subscribers to the Trust's Memorandum of Association. They have an overview of the governance arrangements of the Trust and the power to appoint and remove Directors. Their objectives include the advance, for the public benefit, of education in the United Kingdom, by establishing, managing and developing schools offering a broad and balanced curriculum.

SAT Members are:

- Kelly Vere
- Andrew Talbot
- Michelle Thompson

The Members are responsible for authorising:

- amendments to SAT's Articles of Association;
- documents containing any unusual or onerous provisions where it may be appropriate for the BoD to discuss them first; and
- any project or matter in which the Chief Executive Officer (CEO) may reasonably be considered to have a conflict of interest.

## **SAT Board of Directors (BoD)**

The SAT BoD is the legal governing body of the MAT.

The BoD sets out SAT group strategy and operational policy in key areas which are then applied within and across all SAT academies through the organisational framework and schemes of delegation to local governance arrangements.

Board members act collectively: with the exception of the CEO they do not have individual executive authority. Each Academy is ultimately governed by the Trust (SAT).

The SAT Board of Directors are:

- Donna Kinderman (Chair)
- Paul West (Chief Executive Officer)
- Malcolm Batchelor (Vice-Chair)
- Jonathan Dale
- Gabriel Mukuka
- James Smith
- Michelle Thompson
- Geoff Weightman

Members of the Executive Team are invited to attend Board meetings at the request of the Directors.

The Company Secretary to SAT is Kate Godfrey.

Under the Articles of Association (Articles 93-131), Directors have the following powers and responsibilities:

- To manage the business of the Trust.
- To expend the funds of the Trust in such manner as they shall consider most beneficial for the achievement of the Objects.
- To invest in the name of the Trust such part of the funds as they may see fit.
- To enter into contracts on behalf of the Trust.
- In exercising these powers and functions, the Directors may consider any advice given by the CEO and any other Executive Officer.
- Any bank account shall be operated by the Directors in the name of the company and cheques shall be signed by at least two signatories authorised by the Directors.
- The Directors may appoint separate committees for each Academy and should determine constitution, membership, proceedings and Terms of Reference. Terms of Reference are to be reviewed annually.
- Directors may delegate to any Director, committee, the CEO or any other Executive Officer, such of their powers or functions as they consider desirable. Delegation may be subject to conditions and may be revoked or altered. Any exercise of this power is to be reported to the next Directors' meeting.
- To appoint the CEO and Principals of the Academies. Directors may delegate such powers and functions as required by the CEO and Principals for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Directors and for the direction of the teaching and curriculum at the Academies).
- To comply with obligations under the Companies Act and Charities Act with regards to the preparation and filing of the annual report, accounts and confirmation statement/annual return.

## **Sub-committees of the Board**

The SAT BoD has the following scrutiny sub-committees, made up of Non- Executive Directors. Each of these sub committees meets at least termly and makes recommendations to the BoD as it considers appropriate:

- **Quality and Standards Committee**
- **Audit and Risk Committee**
- **Resources (Finance, Capital and Personnel) Committee**
- **Estates Committee**

In addition, the BoD has a **Remuneration Committee**, made up of Non-Executive Directors. This sub committee meets annually in the autumn term. Terms of Reference for all BoD Sub committees are reviewed on at least an annual basis and are published in the SAT Governance Handbook.

## **Local Governing Bodies (LGBs)**

Each individual Academy within the group has a LGB, which is also a scrutiny sub-committee of the main SAT BoD. The LGB plays a key role in the life of each Academy and is responsible for scrutinising the work of the Academy Senior Leadership Team. SAT follows Department for Education guidance in respect of the membership of Academy LGBs. This guidance indicates:

- The Sponsor (SAT) must appoint a majority of members;
- There should be a minimum of two parent members;
- The Academy Principal is a member of the LGB; and
- Academies can choose to have staff as members of the local body but the total number of staff members must not exceed one third of the total membership.

An Academy LGB should consist of at least five and no more than nine members. Some of our Academies may have additional requirements in terms of diocesan or foundation representation. SAT Governance will work with these academies to adapt the proposed model to their specific circumstances. LGBs may appoint Associate Members to both the full LGB and any committees that it sets up for periods of office that they see fit. These members will not have voting rights. In addition, Executive Leadership Team (ELT) members, or Central Improvement Team (CIT) staff representing ELT members, other than those appointed as LGB Members, may attend LGB meetings.

## Composition of an Academy Local Governing Body

Type of Member	Number	Term of Office	Appointment process
Executive Principal	1	Ex officio	N/A – by appointment as Executive Principal
Principal	1	Ex officio	N/A – by appointment as Principal
Sponsor LGB member (including Chair and Vice Chair)	Must represent a majority	4 years	Approval by ELT, following completion of eligibility and nomination checks in accordance with the SAT Governance Handbook
Parent LGB Members	2	2 years	Appointment following structured interview by Academy Principal and Chair and completion of SAT nomination and eligibility forms

### Board Meetings and Sub-Committees

The LGB will meet Termly, and a calendar of standard Agenda Items will be provided by SAT. LGBs may add any further items to their own local agendas. LGBs must have the following two scrutiny sub-committees. Each of these sub committees meets at least termly and makes recommendations to the BoD as it considers appropriate:

- **Quality and Standards Committee**
- **Resources (Finance, Capital and Personnel) Committee**

LGBs may have further scrutiny sub-committees as they determine in their own local context with the agreement of the principal

## **Central Functions**

As part of a family of academies, we aim to have the greatest amount of impact with efficacy. Each Academy contributes a set percentage of grant income, towards the provision of a range of support functions and services which are available to all academies. The percentage charge and the level and scope of services to be provided are determined by the SAT BoD and are subject to periodic review. In addition, based on risk and or need, specific charges may be made for additional intervention when curriculum and performance require e.g. long-term or significant deployment of Subject Directors, leadership support or teachers. The ultimate responsibility for the deployment of support resides with the CEO. This will be based on identified need. Academy Principals should discuss their requirements with their Executive Principal or Directors of Education who will then broker that support on their behalf. Subject Directors are line managed on a day to day basis by Directors of Education or CEO.

## Budget Setting

All final Academy and Group budgets must be submitted to the BoD for ratification during the summer term. Projected outturns must be in place by April each year. Budgets are set by the Principal and Executive Principal/Director of Education, with support from SAT central Finance team, in consultation with the LGB Chair. They are then submitted to the Chief Finance Officer (CFO) and CEO (Accounting Officer) for approval, before presentation to ELT and the BoD for ratification.

All Principals in conjunction with their Executive Principals/Directors of Education, will submit their Academy Improvement Plan, Summary SEF and Curriculum Led Financial Plan to the CEO by October half term each year. The monitoring of implementation will be reported to the Academy Principals Network meetings and LGB. Principals will work within specific parameters linked to target contact ratios of 0.79 in secondary, with a curriculum bonus of < 10%.

Delegated Duty	Delegated Authority	Comment
Admissions	<p>Academy for annual review of policy and administration of admissions. Where no policy changes are proposed, consultation on the policy must take place at least once every seven years.</p> <p>BoD for any changes to an Academy admissions policy.</p>	<p>All SAT Academies, will participate where possible in the Local Authorities admission procedures for primary academies and for 11–16 in secondary academies. For post16 students, an Academy may determine arrangements, taking into account Local Authority admission policies.</p> <p>Any proposals to change admissions arrangements agreed on conversion must be submitted to the SAT BoD for approval and then must be submitted to the Local Authority for consultation.</p>
<p>Capital Programme</p> <p>Devolved Formula Capital</p>	Academy	<p>All SAT Academies will include the Devolved Formula Capital allocation (estimated using forecast pupil numbers) within the revenue budget for the Academy to fund general repairs, maintenance and replacements.</p>
<p>Capital Programme</p> <p>(School Condition Allocation)</p>	SAT	<p>Strategic priorities at Trust level will form part of recommendations from the CEO to the BoD.</p> <p>The Resources Committee of the BoD will monitor delivery against these strategic priorities.</p> <p>Projects within the SCA will be approved by ELT.</p> <p>Under exceptional circumstances, operational requirements may require executive action – all such action will be reported to the BoD at the earliest opportunity.</p>

Delegated Duty	Delegated Authority	Comment
Capital works	SAT/Academy	<p>Any capital or capitalised revenue projects will be approved in accordance with the Finance and Assets scheme of delegation:</p> <ul style="list-style-type: none"> <li>▪ Up to £1,000- Budget Holder. Selection from preferred supplier list unless agreed otherwise with Director of Finance/CFO.</li> <li>▪ £1,001 to £5,000 – As above plus Principal. Minimum of three quotes.</li> <li>▪ £5,001 to £10,000 - As above plus SAT Central Finance. Minimum of three quotes.</li> <li>▪ £10,001 to £50,000 - As above plus SAT CFO/Director of Finance.</li> <li>▪ £50,001 to £100,000 – As above plus Formal tendering process, including advertising in OJEU (if over the OJEU threshold).</li> <li>▪ Over £100,000 to £500,000 – As above plus CEO.</li> <li>▪ Over £500,000 - As above plus BoD.</li> </ul>
Capital Programme Contract Variations	<p>Academy - If within agreed programme budget/ contingency.</p> <p>SAT – if exceeding agreed programme budget/ contingency.</p>	<p>It is suggested that a 10% contingency is built into all programmes to allow for some local contract variation during the programme.</p>

Delegated Duty	Delegated Authority	Comment
Health and Safety	SAT  Academy Principal	<p>It is the responsibility of SAT to ensure that a general policy on the management of health and safety is in place, that this policy is communicated to all employees and that appropriate systems and procedures are in place to secure effective implementation of that policy.</p> <p>The operational compliance of this function is delegated on a day to day basis to the <b>Principals</b> of SAT academies. Overall compliance with this requirement is monitored by the Estates Committee on behalf of the BoD.</p>
Income Generation	Principal	<p>Any income generated belongs to each individual Academy for them to invest in the future learning of the pupils/ students.</p> <p>Authorisation to raise invoices to collect income will be approved in accordance with the Finance and Assets scheme of delegation</p> <ul style="list-style-type: none"> <li>▪ Up to £10,000 - Principal</li> <li>▪ £10,001 to £100,000 - As above plus SAT Director of Finance/CFO.</li> <li>▪ Over £100,000 - As above plus CEO.</li> </ul>
Insurance/ Risk Pooling arrangements	SAT – Director of Finance/CFO	SAT will ensure that all Academies receive value for money for their insurance.

Delegated Duty	Delegated Authority	Comment
Investments	SAT – BoD	SAT invests any surplus monies in accordance with the treasury management and reserves policies approved annually by the BoD.
Permanent Exclusions	Principal and Director of Education	All Academies will follow DfE guidance for permanent exclusions and independent permanent exclusion appeals.
Private Finance Initiative (PFI)	SAT – BoD	Any changes or new PFI contracts require approval by the BoD. Where capital projects are approved within PFI buildings, SAT procurement requirements must be followed.
Service Level Agreements/ Contracts	SAT – Framework contracts	<p>Academies should use SAT Framework contracts where these are in place, unless better value can be demonstrated, <b>in advance</b> of any procurement activity.</p> <p>Procurement for all contracts (term agreement) must follow the SAT procurement requirements and the approval levels laid down in the Finance and Assets scheme of delegation:</p> <ul style="list-style-type: none"> <li>▪ Up to £1,000- Budget Holder. Selection from preferred supplier list unless agreed otherwise with SAT Director of Finance/CFO.</li> <li>▪ £1,001 to £5,000 – As above plus Principal. Minimum of three quotes.</li> <li>▪ £5,001 to £10,000 - As above plus SAT Central Finance.</li> <li>▪ £10,001 to £50,000 – As Above plus SAT CFO.</li> <li>▪ £50,001 to £100,000 - As above plus Formal tendering process, including advertising in OJEU (if over the OJEU threshold).</li> <li>▪ £100,000 to £500,000 – As Above plus CEO.</li> <li>▪ Over £500,000 - As above plus BoD.</li> </ul>

Delegated Duty	Delegated Authority	Comment
Safeguarding	SAT  Academy Principal, LGB and Academy Designated Safeguarding Lead (DSL).	<p>It is the responsibility of SAT to ensure that policies on the safer recruitment of staff, on dealing with allegations against staff, supporting pupils with medical conditions and a staff code of conduct for working with children are in place, that these policies are communicated to all employees and that appropriate systems and procedures are in place to secure effective implementation of these policies.</p> <p>In the event of safeguarding or child protection concerns relating to the conduct of SAT employees, the CEO is empowered to take immediate action. All action taken under this power is subject to review by the next meeting of the BoD.</p> <p>All Academies <b>must</b> ensure that their safeguarding and child protection policies comply with the relevant Local Children's Safeguarding Board requirements and review these policies on at least an <b>annual basis</b> or when relevant statutory guidance is updated.</p>

## Financial Levels of Authority

Delegated Duty	Value	Delegated Authority	Notes
Ordering goods and services (approving requisitions)	Up to £1,000	Budget Holder	Selection from preferred supplier list unless agreed otherwise with Director of Finance/CFO.
	£1,001 to £5,000	As above plus Principal	Minimum of three quotes.
	£5,001 to £10,000	As above plus Central Finance	Minimum of three quotes.
	£10,001 to £50,000	As above plus Director of Finance/CFO	Minimum of three quotes.
	£50,001 to £99,999		Formal tendering process, including advertising in OJEU (if over the OJEU threshold).
	£100,000 - £499,999	As above plus CEO	Formal tendering process, including advertising in OJEU (if over the OJEU threshold).
	Over £500,000	As above plus BoD	
Operating leases or contracts over 1 year	Any	All contracts and leases must be approved in line with the above and signed centrally by the CEO or Director of Finance/CFO.	SAT does not require ESFA approval for operating leases except for some transactions relating to land and buildings.  Any lease arrangement must maintain the principles of value for money, regularity and propriety whether or not ESFA's prior approval is required.

Delegated Duty	Value	Delegated Authority	Notes
Finance leases	Any	All finance leases must be referred to Central Finance as ESFA approval is required.	<p>ESFA prior approval must be sought for the following leasing transactions:</p> <ul style="list-style-type: none"> <li>▪ taking up a finance lease on any class of asset for any duration from another party (borrowing).</li> <li>▪ taking up a leasehold or tenancy agreement on land and buildings for another party for a term of seven or more years.</li> <li>▪ granting a leasehold interest, including a tenancy agreement, of any duration, on land and buildings to another party.</li> </ul>
Signatories for cheques, BACS payment authorisations and other bank transfers	Any Single Payment	<p>Two signatories from:</p> <ul style="list-style-type: none"> <li>▪ CEO</li> <li>▪ Director of Finance/CFO</li> <li>▪ Director of Education</li> <li>▪ Principal</li> <li>▪ Vice Principal or</li> <li>▪ Academy Finance Lead (SBM/Finance Manager)</li> </ul> <p><b>Over £50,000</b></p> <p>Three signatures required of which one <b>must</b> be the Director of Finance/CFO</p>	

Delegated Duty	Value	Delegated Authority	Notes
	Any Bulk/Group Payment (including Nett Pay and HMRC Payroll Payments)	Two signatories from: <ul style="list-style-type: none"> <li>▪ CEO</li> <li>▪ Director of Finance</li> <li>▪ Director of Education</li> <li>▪ Principal</li> <li>▪ Vice Principal or</li> <li>▪ Academy Finance Lead (SBM/Finance Manager)</li> </ul> <b>Over £100,000</b> Three signatures required of which one <b>must</b> be the Director of Finance/CFO	
Purchase or sale of any freehold property	Any	ESFA approval required	All discussions with ESFA will be carried out by ELT. Please notify the Director of Finance/CFO in the first instance.
Granting or take- up of any leasehold or tenancy agreement exceeding three years	Any	ESFA approval required	All discussions held with ESFA will be carried out by ELT Please notify the Director of Finance/CFO in the first instance.

Delegated Duty	Value	Delegated Authority	Notes
Disposal of other assets	Up to £5,000	Principal and SAT Central Finance	
	£5,000 to £45,000	As above plus Director of Finance/CFO	
	Over £45,000	As Above	Where single disposals are above 1% of income, or cumulative disposals are above 3% of income ESFA approval is required.
Write off of bad debts	Any	Director of Finance/CFO	In some circumstances, ESFA approval may be required.
Raising invoices to collect income	Up to £5000	Finance Officer within Academy	
	£5,001 to £10,000	As above plus Principal	
	£10,001 to £100,000	As above plus Director of Finance/CFO	
	Over £100,000	As above plus CEO	

### **Novel, Contentious or Repercussive transactions**

Novel payments or other transactions are those of which the Academy Trust has no experience, or are outside the range of normal business activity of the Trust. Contentious transactions are those which might give rise to criticism of the Trust by Parliament, and/or the public, and/or the media. Repercussive transactions are those which are likely to cause pressure on other trusts to take a similar approach and hence have wider financial implications. **SAT does not authorise any activity that would fall into this category of transaction.**

## HR Levels of Authority

Appointments	
<b>All appointment panels must contain at least one member who has undertaken Safer Recruitment Training.</b> Please see the SAT Safer Recruitment policy for further details.	
CEO and Directors of Education	Trust Board (minimum of 3 members)
Executive Principal	Board Member, CEO and 1 other as determined by the CEO
Principal	A panel of three from Board Member, CEO, Directors of Education/Executive Principal, Member of LGB
Trust Directors of Curriculum Subjects	CEO, Directors of Education and 1 other as determined by the CEO
Heads of Central Functions e.g. HR, Finance, Facilities, ICT etc.	CEO, ELT member and 1 other as determined by the CEO
Vice Principals	A panel of three from CEO, Director of Education/ Executive Principal and Principal. A Member of the LGB may also be part of the panel
Assistant Principals and SLT Support Staff	Principal, Vice Principal and 1 other as determined by the Principal. This may be a member of the LGB

Associate Assistant Principals	Principal, Vice Principal and 1 other as determined by the Principal This may be a member of the LGB.
Head of Department/Faculty	Principal, appropriate Director of Subject (if applicable) and 1 other as determined by the Principal. This may be a member of the LGB.
TLR Posts	Principal (or nominated representative), Director of Subject (if applicable) and Head of Department.
All other Academy Teaching posts	Principal (or nominated representative), Director of Subject (if applicable) and Head of Department.
All other Trust Teaching posts	Directors of Education, Executive Principals.
All Support Staff posts (other than SLT posts)	Academy - Business / Finance Manager or equivalent and 1 other determined by Principal. Central - ELT member and 1 other as determined by the CEO (Central posts below Director).

### Disciplinary Cases and Dismissals

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

<b>Posts</b>	<b>Delegated Authority</b>	<b>Appeal</b>
CEO	Board Member	2 Board Members including one of Chair or Vice Chair
Executive Director	CEO	2 Board Members
Executive Principal	Directors of Education	CEO, Directors of Education
Principal	Directors of Education	CEO, Directors of Education
Group Directors (Curriculum or of Central functions)	ELT Member	2 of CEO, Directors of Education and ELT Member
Vice Principal and SLT Members	Directors of Education	CEO and Directors of Education
All Finance posts	Director of Finance/CFO	2 of ELT member or CEO
All other Academy posts	Principal	2 of ELT
All other Group posts	ELT Member	2 of ELT

<b>Grievance</b>		
<b>Posts</b>	<b>Delegated Authority</b>	<b>Appeal</b>
CEO	Board Member	2 Board Members including one of Chair or Vice Chair
Executive Director	CEO	2 Board Members
Executive Principal	Directors of Education	CEO, Directors of Education
Principal	Directors of Education	CEO, Directors of Education
Group Directors (Curriculum or of Central functions)	ELT Member	2 of CEO, Directors of Education and ELT Member
Vice Principal and SLT Members	Directors of Education	CEO and Directors of Education
All Finance posts	Director of Finance/CFO	2 of ELT members or CEO
All other Academy posts	Principal	2 of ELT
All other Group posts	ELT Member	2 of ELT

<b>Other HR Functions</b>	
<b>Function</b>	<b>Delegated Authority</b>
Settlement agreements up to and including £10,000	HR Manager to complete business case documentation. Directors of Education and Director of Finance/Director of HR to agree terms. CEO to sign
Settlement agreements in excess of £10,000	HR Manager to complete business case documentation. CEO and Director of Finance/Director of HR to agree terms, CEO to sign
Settlement agreements in excess of £50,000	As above plus approval to be sought from the ESFA/HM Treasury
<b>Signature of Letter of Appointment</b>	<b>Delegated Authority</b>
CEO, Executive Director	Chair of Board
Principal	CEO or Executive Director
Subject Directors	Directors of Education or Director of Finance/CFO/Director of HR
Business Group Posts	Directors of Education or Director of Finance/CFO/Director of HR
All other posts	Principal, Directors of Education or Executive Director/Director of HR
Teachers Pay – Threshold/UPS	Principal/Director of HR

Function	Delegated Authority
<p><b>Acting up Payments/Additional Payments and other temporary payments</b></p> <ul style="list-style-type: none"> <li>▪ CEO/ELT/Executive Principal</li> <li>▪ Executive Principal/ Principal</li> <li>▪ Vice Principal</li> <li>▪ All other Academy staff</li> <li>▪ All Curriculum Trust level posts</li> <li>▪ All Business Trust level posts</li> <li>▪ Any additional payment for external work</li> </ul>	<ul style="list-style-type: none"> <li>▪ CEO and Chair</li> <li>▪ CEO</li> <li>▪ Principal on the advice of the Directors of Education/ Executive Principal and Director of Finance/CFO/Director of HR</li> <li>▪ CEO</li> <li>▪ CEO</li> <li>▪ CEO</li> </ul>
<p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>▪ CEO</li> <li>▪ Executive Directors</li> <li>▪ ELT members</li> <li>▪ Executive Principals</li> <li>▪ Principal</li> <li>▪ Curriculum Directors</li> <li>▪ Vice Principal</li> <li>▪ All other Trust level posts</li> <li>▪ All other Academy posts</li> </ul>	<p>Chair of Board plus 1 other Board member</p> <ul style="list-style-type: none"> <li>▪ CEO</li> <li>▪ CEO</li> <li>▪ CEO and Directors of Education</li> <li>▪ CEO and Executive Principal/Directors of Education</li> <li>▪ CEO and Senior Curriculum Director if relevant</li> <li>▪ Principal</li> <li>▪ Line Manager within the Trust</li> </ul>
<p><b>Staffing restructures</b></p>	<p>CEO</p>

<b>Contract changes</b>	
Creation of permanent new posts	ELT, on recommendation from Principal/Line Manager
Creation of temporary new posts of up to 1 year	ELT, on recommendation from Principal, Line Manager
Change of contracts e.g. increase/decrease of hours, regrading, secondments, redesignation	ELT, on recommendation from Principal, Line Manager
Revisions to Pay Policy and other related policies	BoD, following recommendation from Remuneration Committee.
Decision to make Redundancies, as part of a wider restructure likely to impact on several posts and grades	BoD on recommendation from CEO.
Authorisation of redundancy/early retirement payments	CEO following recommendation from HR, agreed by Director of Finance/CFO, Director of HR and Directors of Education.
Determination of CEO's and Executive Directors' pay range	BoD on recommendation from Remuneration Committee.
Determination of pay range for an individual with a salary in excess of £80,000	BoD on recommendation from Remuneration Committee.
Determination of pay range for an individual with a salary less than £80,000	CEO on the recommendation of Executive Directors.

Determination of pay progression of the CEO	BoD on recommendation of CEO Performance Management Committee (Chair and one other Director).
Determination of pay progression of Directors of Education, ELT members, Executive Principals, Principals within their pay grade	CEO recommendation to the Remuneration Committee to be agreed by the BoD on the basis of Performance Management.
Determination of pay progression of Vice Principals within their pay grade	CEO report to the Remuneration Committee for salaries above £60k on the basis of Performance Management process. For salaries below £60,000 Principals/ on agreement with Directors of Education/ Executive Principals.
Determination of pay progression of teaching posts below Vice Principal within their pay grade (including Threshold)	Principal on agreement with Directors of Education/ Executive Principal, reported to the LGB on the basis of Performance Management.
Administration of employment contracts, pay and conditions of services (with the exception of previous delegated authorities)	Director of Finance/CFO (with reference to the CEO, Executive Principal, or Principal as appropriate).

NB – Any other delegated authority not described above must be referred to the BoD for a decision.

The term 'Principal' includes Acting or Associate Principal post.

## Other matters

Additional delegations from the BoD to the CEO are detailed below.

The CEO can sign and approve on behalf of the BoD specific documents relating to academies (or proposed schools) joining SAT. The specific documents referred to comprise:

- supplemental funding agreements;
- commercial transfer agreements (and related side letters);
- leases (and related side letters);
- underleases;
- tenancies at will (and related side letters);
- licences (including licences to occupy and licences to assign existing leases);
- land transfers;
- deeds of assignment;
- deeds of variation;
- settlement agreements (details of all settlement agreements will be reported to the Resources and Audit Committees);
- related amendments to the master funding agreement; and
- other agreements.

Such documents may be negotiated and approved by the CEO acting as a Director of SAT under this delegated authority and may be signed, executed and delivered (as appropriate) by any Director of SAT (including the CEO).

The CEO may recommend the submission of free school proposals to the BoD and also recommend any other academy projects, which relate to schools which wish to join SAT or where schools wish to purchase SAT support services, subject to completion of financial, educational and future liability risk assessments.

The CEO is authorised to negotiate and to approve and to sign, execute and deliver (as appropriate) such relevant documents provided always that the BoD has agreed to the proposal that the school in question should join SAT.