

The responsibilities of the Trust Board and its committees are set out in the Trust's Scheme of Delegation and Financial Scheme of Delegation. The schemes make clear which functions are retained at Trust Board level and which are delegated, providing full clarity on the role and remit of each part of the structure, as well as the relationship and reporting arrangements between them. Through these schemes the Trust Board have clearly defined where all key governance functions are exercised in respect of the Trust and each of its schools.

Invictus Education Trust Members

The members of Invictus Education Trust are the guardians of the governance of the Trust. They have a limited but distinct role and are essential to the integrity of the governance structure. They are the last line of defence from failures of governance and failure to uphold the Trust's charitable purpose. Whilst it is the Trust Board who are responsible for the core governance functions and conducting the business of the Trust, members have certain key powers afforded to them:

- *Ensuring the Trust's charitable objectives are being met*
- *Approving and signing the memorandum and articles of association*
- *Determining the name of the Trust*
- *Appointing and removing members and trustees*
- *Appointing and removing the external auditors*
- *Dissolving the Trust*

Trust Board

Subject to the provisions of the Companies Act 2006, the articles of association and to any directions given by the members by special resolution, the business of the Trust is managed by the Trust Board who exercise all the powers of the academy trust. The Trust Board is responsible for the overall strategic direction of the Trust, as well as holding executive leaders to account for delivering agreed priorities and ensuring the financial probity of the Trust. There are key matters that are reserved for the Trust Board:

- *Responsibility for organisational strategy, objectives and values*
- *Approval of new schools joining the Trust*
- *Approval of Trust plans, targets, budgets and capital expenditure*
- *Oversight of long-term financial planning, maintenance, risk mitigation, internal controls and compliance with regulations*
- *Approval of material acquisitions or disposal of land or buildings*
- *Approval of significant changes in accounting policies or practices*
- *Approval of annual accounts*
- *Approval of the Scheme of Delegation and Financial Scheme of Delegation*
- *Approval of changes to the Trust Board and committee structure and composition, including the appointment of the Trust Board chair and Trust Board committee chairs*
- *Appointment of CEO, Deputy CEO and CFO*
- *Ensuring effective safeguarding policies and procedures are in place*

In order to allow the Trust Board to focus on their core functions, other powers and functions may be delegated to any trustee, committee, the CEO or any other holder of an executive office as determined in this Scheme. To ensure oversight, all delegated actions taken and decisions are reported back to the Trust Board.

Trust Board Committees

The constitution, membership and proceedings of any committee is determined by the Trust Board. These arrangements are clarified through terms of reference for each committee. The establishment, terms of reference, constitution and membership of all committees is reviewed at least once every twelve months. Trust Board committees operate within the remit of this Scheme.

The membership of any committee of trustees may include persons who are not trustees, provided that the majority of members of that committee is trustees.

Academy Committees

Each school has an Academy Committee to support its effective operation. The remit and terms of reference are established by the Trust Board. The membership of all Academy Committees will include two parent associate governors.

Advisory Hubs

Advisory Hubs provide opportunities for Academy Committees to work collaboratively. Link associates from each of the Academy Committees will meet regularly and focus on specific areas, challenging in an interactive setting to generate ideas, share best practice and monitor performance and compliance. Advisory Hubs receive input from the Trust Board, the CEO, Headteachers, school leaders and the central executive team as appropriate.

Executive Functions

Whilst the Trust Board is ultimately accountable for the outcome of all decisions, management and implementation of decisions is largely an executive function. In accordance with the Governance Handbook, the expectation is that executive leaders are responsible for the internal organisation, management and control of the schools. Since, however, the Trust Board is responsible in law for all of the schools in the Trust, it may intervene in operational matters if a circumstance arises where, because of the actions or inactions of executive leaders, a school or the Trust may be in breach of a duty.

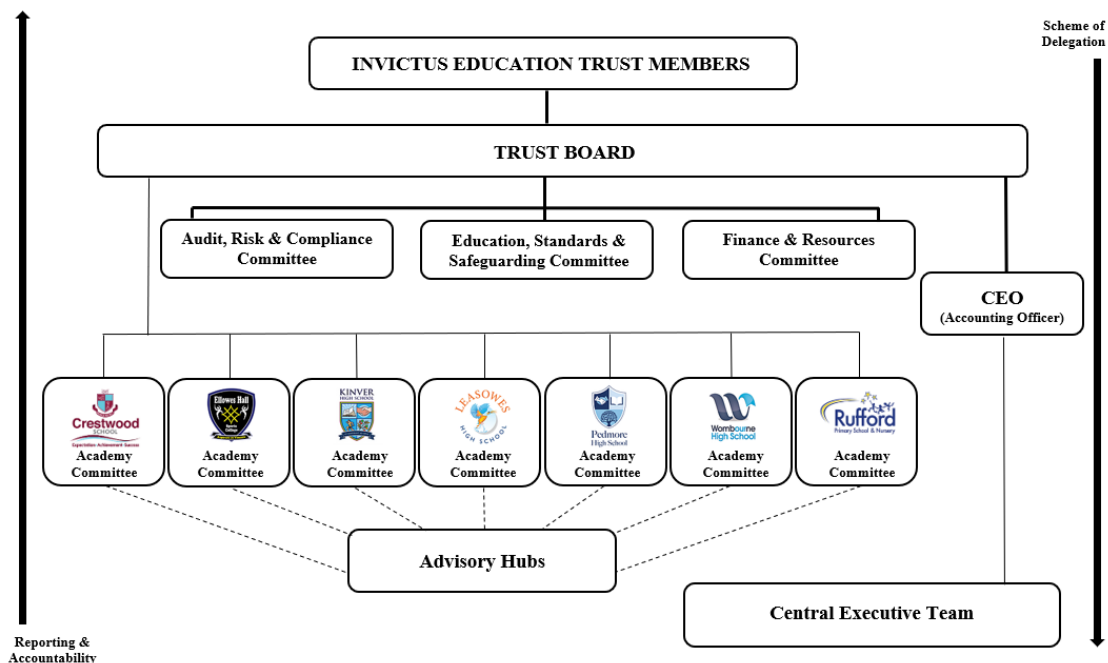
To allow sufficient bandwidth for trustees to perform their strategic leadership role in the Trust, decision-making functions are delegated to the Chief Executive Officer or school Headteachers wherever possible. It is for the Chief Executive Officer to determine how functions are delegated to the central executive team or school senior leadership team.

Chair's Action

In academy trusts there is no automatic delegation of power to act in cases of urgency. The Trust Board have however, in accordance with the articles of association, granted power to the Trust Board chair to act in specific circumstances of urgency where it is believed that a delay would be likely to be seriously detrimental to the interests of the Trust or one of its schools; any pupil of the Trust or their parent; or a member of staff. There is no delegation of power to Academy Committee chairs and therefore, any urgent matter should be referred to the Trust Board chair.

Clear separation

Clear separation between the layers of governance means that the individuals making up one tier of the governance structure of the organisation are not the same as another tier. The requirement for significant separation, particularly within MATs, is made explicit in both the Academy Trust Handbook and the Governance Handbook. Good governance requires a separation of roles to ensure objectivity and avoid conflicts and individuals having undue power and influence.



Contents

Governance (1.01 – 1.09)	Pages 4 – 5
Strategy and Leadership (2.01 – 2.11)	Pages 5 – 7
Audit (3.01 – 3.04)	Page 7
Risk and Internal Control (4.01 – 4.05)	Page 8
Compliance (5.01 – 5.07)	Pages 9 – 10
Human Resources (6.01 – 6.13)	Pages 10 – 13
Education and Standards (7.01 – 7.11)	Pages 13 – 15
Safeguarding (8.01 – 8.02)	Page 16
Financial Scheme of Delegation (F.01 – F.32)	Pages 17 – 20
Authorisation Levels	Page 21

		TRUST BOARD COMMITTEES						EXECUTIVE FUNCTIONS	
		Invictus Members	Trust Board	Audit, Risk & Compliance (ARC)	Education, Standards & Safeguarding (ESS)	Finance & Resources (FR)	Academy Committees (AC)	Chief Executive Officer	School Head Teachers
1. GOVERNANCE									
1.01	ARTICLES OF ASSOCIATION	Approve by special resolution	Adhere to; Propose amendments to Members	Adhere to	Adhere to	Adhere to	Adhere to	Adhere to; Suggest amendments to Trust Board	Adhere to
1.02	APPOINTMENT AND REMOVAL OF MEMBERS	Approve by special resolution							
1.03	APPOINTMENT AND REMOVAL OF TRUSTEES	Approve appointment of up to nine trustees by ordinary resolution; Remove any trustee by ordinary resolution; Specify maximum size of Trust Board by ordinary resolution	Co-opt trustees up to the maximum size as specified by Members; Remove co-opted trustees;						
1.04	ELECTION AND REMOVAL OF TRUST BOARD CHAIR, VICE CHAIR AND CHAIR OF TRUST BOARD COMMITTEES		Elect each school year from among their number; Remove by resolution						
1.05	APPOINTMENT AND REMOVAL OF COMMITTEE MEMBERS (INCL INDEPENDENT MEMBERS)		Approve						
1.06	APPOINTMENT AND REMOVAL OF ASSOCIATE GOVERNORS		Approve appointment and re-appointment of up to five Trust Appointed Associate Governors				Recommend to the Trust Board the appointment and re-appointment of up to five Trust Appointed Associate Governors		Facilitate election processes for parent and staff Associate Governors; Serve as Headteacher Associate Governor
1.07	ELECTION AND REMOVAL OF ACADEMY COMMITTEE CHAIR AND VICE CHAIR		Remove by resolution				Elect each school year from among their number		

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1.08	TERMS OF REFERENCE FOR COMMITTEES		Approve; Ensure committees are adhering to Terms of Reference	Adhere to	Adhere to	Adhere to	Adhere to	Propose amendments to Trust Board	
1.09	GOVERNANCE MEETINGS	Requisition Trust Board to call a General Meeting; Attend and vote at General Meetings	Call General Meetings; Attend General Meetings; Call Trust Board meetings; Approve meeting schedule for Trust Board and committees				Call AC meetings; Agree meeting schedule within parameters provided	Agree data points to inform AC meeting calendar	Liaise with CEO and central executive team to propose meeting dates to AC
2. STRATEGY & LEADERSHIP									
2.01	POLICY		Approval of policies as specified in the policy schedule; Receive all policies approved by committees for information	Approval of policies relevant to the remit of the committee as per TOR and as specified in policy schedule	Approval of policies relevant to the remit of the committee as per TOR and as specified in policy schedule	Approval of policies relevant to the remit of the committee as per TOR and as specified in policy schedule	Ensure implementation and monitor effectiveness of policies	Development of policies; Monitoring compliance; Approval of whole-school educational policies as specified in policy schedule	Monitoring implementation and effectiveness of policies; Development of whole-school educational policies; Approval of departmental educational policies as specified in the policy schedule
2.02	TRUST VISION AND STRATEGIC PLANS		Develop vision alongside CEO; Approve Trust strategic plans				Support the development and implementation of school vision, values and culture aligned to Trust vision	Develop vision alongside Trust Board; Develop and recommend strategic plans to Trust Board	Monitoring implementation and effectiveness of school vision, values and culture

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2.03	TRUST SELF EVALUATION		Approve					Develop and recommend to Trust Board	
2.04	GROWTH / REDUCTION		Approve bid to open a new Free School; Approve existing school to join the Trust; Approval of a school to leave the Trust					Recommend to Trust Board; Coordinate due diligence	
2.05	CHANGE ACADEMY TRUST NAME	Approve, subject to consultation with the Trust Board							
2.06	INCORPORATION/DISSOLUTION OR DISPOSAL OF SUBSIDIARY COMPANIES	Approve, subject to consultation with the Trust Board							
2.07	ADMISSION ARRANGEMENTS		Approve		Ensure compliance with statutory requirements			Coordinate consultation	Recommend amendments; Ensure compliance with determined arrangements
2.08	SET TERM DATES AND SCHOOL DAY				Approve			Recommend to ESS	Recommend to CEO
2.09	PUPIL ADMISSION NUMBERS		Approve increases or decreases to PAN of any school in the Trust					Recommend changes to PAN; coordinate consultation where necessary	Recommend changes to CEO
2.10	BRANDING		Approve Trust logo and branding; Approve school logos and branding; Change school name; Approval uniform policy					Develop and recommend logos and branding; Prepare and approve Trust marketing materials	Recommend changes to school uniform; Ensure implementation of policies and appropriate use of branding; prepare school prospectus

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2.11	LEGAL ADVICE		Approval of outside legal or independent advice considered necessary over £10,000					Authority to seek legal advice from the Trust's procured solicitors; Approval of outside legal or independent advice considered necessary up to £10,000	
3. AUDIT									
3.01	APPOINTMENT, RE-APPOINTMENT OR REMOVAL OF EXTERNAL AUDITORS	Approve	Recommend action to Members	Scrutinise performance of auditors					
3.02	STATUTORY RETURNS TO DFE OR ESFA		Approve	Review returns relevant to the remit of the committee as per TOR and recommend to Trust Board for approval; Conduct annual review of compliance	Review returns relevant to the remit of the committee as per TOR and recommend to Trust Board for approval	Review returns relevant to the remit of the committee as per TOR and recommend to Trust Board for approval		Provide assurance to ARC that the Trust is meeting its statutory responsibilities	
3.03	WRITTEN RESPONSES TO THE DFE OR ESFA		Receive					Approve	
3.04	ANTI-BRIBERY, GIFTS AND HOSPITALITY		Approve policy; Receive register annually	Termly review of gifts and hospitality register				Develop policy; Maintain register	Adhere to policy; Report receipt of any gifts or hospitality

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4. RISK AND INTERNAL CONTROL									
4.01	RISK MANAGEMENT		Approve policy and strategy; Ensure Trust meets statutory requirements	Development of policy and strategy and recommend to Trust Board; Oversight of risk register and scrutiny of high-level risks			Scrutiny of high-level risks in school	Development of policy and strategy; Implement Trust approach; Provide assurance to ARC that Trust meets statutory requirements	Implement school risk management plans
4.02	BUSINESS CONTINUITY		Approve policy and strategy; Ensure Trust meets statutory requirements	Oversight and scrutiny of business continuity plans				Develop and recommend policy and strategy to Trust Board; Formulate business continuity and disaster recovery plans; Provide assurance to ARC that Trust meets statutory requirements	Review, update and implement school continuity plan and disaster recovery plan
4.03	COMMUNICATIONS							Overall responsibility for communications strategy	
4.04	MEDIA AND PUBLIC RELATIONS							Approve	
4.05	STUDENT RECRUITMENT		Scrutiny of projected pupil numbers	Scrutiny of projected pupil numbers		Scrutiny of projected pupil numbers	Scrutiny of plans and strategy		Develop strategy and plans

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5. COMPLIANCE									
5.01	HEALTH AND SAFETY		Approve policy; Ensure Trust meets statutory requirements	Oversight and scrutiny of statutory compliance across the Trust; Oversight of health and safety plans				Develop and recommend policy and strategy to FR; Implement Trust approach; Provide assurance to FR that the Trust meets statutory requirements	Adhere to Trust policy and strategy; Ensure policy and strategy is implemented
5.02	ESTATES MANAGEMENT			Oversight and scrutiny of statutory compliance and estates management across the Trust				Determine policies and working practices; Monitor school compliance; Provide assurance to FR that schools are compliant	Ensure policy and working practices are fully implemented
5.03	IT SYSTEMS			Oversight and scrutiny of Trust IT strategy				Develop and recommend policy and strategy to FR; Oversight of delivery of strategy	Ensure working practices are fully implemented
5.04	GDPR		Approve policy; Ensure the Trust meets statutory requirements	Oversight and scrutiny of GDPR processes and procedures across the Trust				Provide assurance to ARC that the Trust meets statutory requirements	Ensure compliance with policies and procedures at school level; Ensure any non-compliance is reported and actioned
5.05	LEGISLATION		Ensure the Trust meets statutory requirements	Oversight compliance with statutory requirements; Monitor implementation of changes to legislation or statutory guidance				Provide intelligence to ARC on changes to legislation or statutory guidance; Provide assurance to ARC that the Trust meets statutory requirements	Ensure changes to legislation or statutory guidance are implemented at school level

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5.06	PUBLICATION OF INFORMATION AND TRANSPARENCY OF GOVERNANCE ARRANGEMENTS		Ensure the Trust meets statutory requirements	Oversight and scrutiny of compliance with statutory requirements across the Trust				Provide assurance to ARC that the Trust meets statutory requirements	Ensure school websites are compliant with statutory requirements; Support with the collection of information for compliance purposes
5.07	COMPLAINTS		Approval of complaints procedure; Monitor compliance with procedure; oversight of complaints received				Support complaint processes in line with procedures	Ensure systems and processes in place to ensure compliance; Report all complaints to ARC	Ensure compliance with complaints procedure
6. HUMAN RESOURCES									
6.01	RECRUITMENT (STAFF)		Specific responsibility for CEO recruitment; Ensure Trust acts in accordance with employment law and is compliant with safer recruitment requirements; Support recruitment processes in line with recruitment schedule			Approve policy; Maintain oversight	Support recruitment processes in line with recruitment schedule (where required)	Specific responsibility for recruitment of Headteachers and central team (including CFO and Governance Professional); Approve all appointments across the Trust; Recommend policy and strategy to FR	Coordinate recruitment of school Senior Leadership team, teaching staff and support staff within agreed budgets

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6.02	APPRAISAL AND PAY		Specific responsibility for CEO appraisal (supported by external advisor); Ensure decisions about levels of executive pay follow robust evidence-based processes and no individual decides remuneration			Approve policy; Maintain oversight; Receive and approve recommendations for pay progression of CEO, Headteachers and central staff employed on teachers terms and conditions; Ensure Trust-wide process consistency	AC chair support the CEO to conduct performance management of the Headteacher (supported by external advisor); Receive and approve recommendations for pay progression of school senior leadership team and teaching staff	Specific responsibility for Headteachers and central team; Responsibility for ensuring compliance with employment law, STPCD and any other contractual or statutory requirements; Co-ordinate Trust-wide process moderation	Specific responsibility for school senior leadership team, teaching staff and support staff; Ensure consistent application of Trust pay and appraisal process
6.03	SETTING REMUNERATION		Responsible for source of pay			Approve policy; Maintain oversight; Approve cost of living pay rises and all other national policy pay rises or rises to give effect to contractual and statutory requirements		Develop and recommend pay policy to FR	
6.04	WORKFORCE PLANNING		Ensure that the Trust exercises a duty of care to its employees			Approve policy and strategy; Approve Central Executive Team structure within agreed budgets; Maintain oversight; Scrutinise impact		Determine central executive team structure and recommend to FR; Develop and recommend policy and strategy to FR	Specific responsibility for school staffing structure within agreed budget
6.05	TRADE UNION RELATIONS		Ensure that the Trust acts in accordance with employment law and exercises a duty of care to its employees			Approve agreements; Maintain oversight; Scrutinise impact		Determine operational requirements and inform FR	Implement actions within the school

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6.06	STAFF TRAINING AND DEVELOPMENT					Maintain oversight; Scrutinise impact		Determine strategy; Approve Headteacher CPD training plans	Approve teacher CPD training plans
6.07	STAFF REDUNDANCY		Approval of redundancy process where Section 188 required, i.e. 20 staff or more			Approve policy; Maintain oversight; Support panel processes in accordance with relevant policy and procedure	Support panel processes (where required) in accordance with relevant policy and procedure	Develop and recommend policy to FR; Facilitate relevant processes	Implement actions and processes within school
6.08	STAFFING PROCESSES AND PROCEDURES – PROBATION, CAPABILITY, ABSENCE, DISCIPLINE, GRIEVANCE		Specific responsibility for the CEO in line with relevant policy and procedure; Support panel processes in accordance with relevant policy and procedure; Ensure that the Trust acts in accordance with employment law and exercises a duty of care to its employees			Approve relevant policies in accordance with policy schedule; Maintain oversight; Support panel processes in accordance with relevant policy and procedure	Support panel processes (where required) in accordance with relevant policy and procedure	Specific responsibility for Headteachers and central team; Develop and recommend policy to FR	Specific responsibility for school senior leadership team, teaching staff and support staff in accordance with relevant policy and procedure
6.09	PAYROLL PROCESSING AND PENSIONS		Ensure the Trust acts in accordance with employment law			Maintain oversight		Appoint payroll services provider	Implement actions within school in accordance with Trust directives
6.10	WORKFORCE RELATED STATUTORY RETURNS		Ensure the Trust acts in accordance with employment law and statutory requirements			Maintain oversight		Implement actions for the Trust; Report returns to FR	

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		Invictus Members	Trust Board	Audit, Risk & Compliance (ARC)	Education, Standards & Safeguarding (ESS)	Finance & Resources (FR)	Academy Committees (AC)	Chief Executive Officer	School Head Teachers
6.11	EMPLOYMENT TRIBUNAL CLAIMS		Ensure that the Trust acts in accordance with employment law and exercises a duty of care to its employees			Maintain oversight		Formulate response in conjunction with legal advisors and relevant colleagues	
6.12	SETTLEMENT AGREEMENTS		Specific responsibility for CEO					Approve all settlement agreements (except for CEO) in consultation with CFO and Director of HR	
6.13	HEALTH AND WELLBEING OF THE WORKFORCE		Ensure the Trust pays due consideration to health and wellbeing of the workforce			Maintain oversight	Monitor at school level	Develop and lead health and wellbeing strategies across the Trust	Implement any actions to improve health and wellbeing of the school workforce in accordance with Trust directives
7. EDUCATION AND STANDARDS									
7.01	EDUCATIONAL PERFORMANCE, ACADEMIC STANDARDS AND STUDENT ATTENDANCE		Accountable for educational standards across the Trust		Hold the executive accountable for educational performance across the Trust		Scrutinise school performance; Triangulate and provide evidence to ESS	Hold Headteachers accountable for educational standards in school; Maintain oversight	Responsible for educational performance in school
7.02	SCHOOL IMPROVEMENT				Approve School Improvement strategy; Hold the executive to account for School Improvement Plans		Support and challenge Headteachers to deliver School Improvement Plan; Triangulate and provide evidence to ESS	Develop and recommend School Improvement strategy to ESS; Approve School Improvement Plans; Implement strategy; Hold Headteachers accountable for impact of strategy; Maintain oversight	Develop School Improvement Plan in line with Trust's strategic objectives

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		Invictus Members	Trust Board	Audit, Risk & Compliance (ARC)	Education, Standards & Safeguarding (ESS)	Finance & Resources (FR)	Academy Committees (AC)	Chief Executive Officer	School Head Teachers
7.03	OFSTED		Accountable for educational standards across the Trust; Represent the Trust during inspections				Represent the Trust during inspections (where required)	Drive Ofsted preparation across the Trust and support in all Ofsted inspections	Responsible for Ofsted preparation within the school
7.04	SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND)		Ensure the Trust meets statutory requirements		Oversight and scrutiny of the Trust's SEND arrangements		Triangulate and provide evidence to ESS; Support and challenge Headteacher to deliver school SEND policy	Maintain oversight; Provide assurance to ESS that schools are meeting statutory requirements	Responsible for SEND within the school and ensuring that policy is fully implemented
7.05	CAREERS PROVISION		Approve policy		Ensure Trust meets statutory requirements		Triangulate and provide evidence to ESS	Provide assurance To ESS that schools are meeting statutory requirements	Responsible for Careers provision within the school and ensuring policy is fully implemented
7.06	QUALITY OF TEACHING				Hold the executive to account for the quality of teaching in the Trust		Support and challenge Headteacher to deliver high quality teaching within the school	Hold Headteachers to account for quality of teaching in schools; Monitor and report to ESS	Responsible for quality of teaching in school
7.07	PUPIL PREMIUM; CATCH-UP PREMIUM; SPORTS PREMIUM				Ensure Trust meets statutory requirements; Oversee strategies and monitor effectiveness		Triangulate and provide evidence to ESS	Approve school plans; Hold Headteachers to account for impact of strategy	Responsible for strategy and implementation in school
7.08	CURRICULUM				Approve policy & strategy. Hold the executive to account on implementation of Trust policy & strategy		Scrutiny of the local application and impact of the curriculum strategy and policy	Develop and recommend strategy; Hold Headteachers to account for impact of strategy; Monitor and report to ESS	Responsible for curriculum within the school and ensuring policy is fully implemented

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		Invictus Members	Trust Board	Audit, Risk & Compliance (ARC)	Education, Standards & Safeguarding (ESS)	Finance & Resources (FR)	Academy Committees (AC)	Chief Executive Officer	School Head Teachers
7.09	OFFSITE VISITS							Approve policy; Approve all non-educational visits; Approve all visits that involve an overnight stay and/or overseas travel	Approve all visits of less than 24 hours; Propose any non-educational visits to the Director of Education for approval
7.10	EXCLUSIONS AND SUSPENSIONS		Support panel processes (where required) in accordance with relevant policy and procedure		Oversight and scrutiny; Ensure Trust meets statutory requirements		Oversight and scrutiny; Support panel processes (where required) in accordance with relevant policy and procedure	Oversight of all permanent exclusions; Provide assurance to ESS that Trust schools are meeting statutory requirements	Authorise suspensions; Report any proposed permanent exclusions prior to issue; Cancel any exclusion where it has not yet been reviewed; Report all suspensions and exclusions to the AC
7.11	OFFSITE DIRECTION				Oversight and scrutiny; Ensure Trust meets statutory requirements		Oversight and scrutiny	Provide assurance to ESS that Trust schools are meeting statutory requirements	Authorise offsite directions; Keep all offsite directions under regular review; Monitor the effectiveness of offsite education providers; Report all offsite directions to the AC

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		Invictus Members	Trust Board	Audit, Risk & Compliance (ARC)	Education, Standards & Safeguarding (ESS)	Finance & Resources (FR)	Academy Committees (AC)	Chief Executive Officer	School Head Teachers
8. SAFEGUARDING									
8.01	SAFEGUARDING		Approve policy and strategy; Ensure Trust meets statutory requirements		Oversight and scrutiny of Trust safeguarding arrangements		Oversight and scrutiny of school safeguarding arrangements; Triangulate and provide evidence to ESS that school is meeting statutory requirements	Define and implement safeguarding strategy for Trust; Provide assurance to ESS that Trust schools are meeting statutory requirements	Responsible for safeguarding within the school and ensuring Trust policies and arrangements are fully implemented; Ultimate responsibility for the safeguarding of students in school
8.02	SINGLE CENTRAL RECORD		Ensure Trust meets statutory requirements		Oversight and scrutiny of Trust SCR		Oversight and scrutiny of school SCR; Triangulate and provide evidence to ESS that school is meeting statutory requirements	Maintain SCR for central team, Members and Trust Board to statutory and Trust requirements; Responsible for ensuring all school based SCR's are accurate and up to date	Maintain SCR for school to statutory and Trust requirements

FINANCIAL SCHEME OF DELEGATION

		TRUST BOARD COMMITTEES				EXECUTIVE FUNCTIONS			
		Invictus Members	Trust Board	Audit, Risk & Compliance (ARC)	Finance & Resources (FR)	Academy Committees (AC)	Chief Executive Officer	Chief Finance Officer	School Head Teachers
F.01	FINANCIAL MANAGEMENT POLICY AND PROCEDURES		Approve		Review and recommend to Trust Board for approval			Develop and recommend to FR	Adhere to
F.02	TRUST THREE YEAR BUDGET PLAN		Approve		Review and recommend to Trust Board for approval	Monitor by receipt of termly report	Recommend to FR	Develop and recommend to CEO	
F.03	SCHOOL THREE YEAR BUDGET PLANS		Approve		Review and recommend to Trust Board for approval	Monitor by receipt of termly report	Recommend to FR; Moderation; Challenge Headteachers to balance budget	Develop and recommend to CEO	Ensure school operates within budget and achieves a balanced budget
F.04	BUDGET FORECAST RETURN THREE YEAR		Approve					Develop and recommend to Board	
F.05	MANGEMENT ACCOUNTS (TRUST AND SCHOOL)		Monitor by receipt of monthly management accounts at meeting			Monitor by receipt of monthly management accounts		Develop and issue monthly	
F.06	ANNUAL REPORT AND FINANCIAL STATEMENTS	Receive	Approve		Review and recommend to Trust Board for approval	Receive		Present annual report for recommendation to Trust Board	Prepare annual report for CEO and Trust Board chair
F.07	OPENING AND CLOSING BANK ACCOUNTS		Approve					Recommend	
F.08	AMENDMENTS OF BANK MANDATES AND/OR AUTHORISED SIGNATORIES ON EXISTING TRUST BANK ACCOUNTS						Approve as trustee signatory	Recommend in accordance with signatories	
F.09	AMENDMENTS OF BANK MANDATES AND/OR AUTHORISED SIGNATORIES ON EXISTING SCHOOL BANK ACCOUNTS						Approve as trustee signatory	Recommend in accordance with signatories	

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F.10	BORROWING (INCLUDING FINANCE LEASES AND OVERDRAFT FACILITIES) FROM ANY SOURCE		Approve (with appropriate ESFA approval if required)		Review proposal and recommend to Trust Board for approval		Recommend to Trust Board	Recommend to CEO	
F.11	TOPSLICE OF GENERAL ANNUAL GRANT AND CENTRAL RECHARGES POLICY		Approve top slice; Approve policy		Scrutinise and monitor top slice calculation methodology; Review and recommend policy to Trust Board for approval		Recommend to Trust Board	Develop policy; Recommend top slice to CEO	
F.12	INVESTMENT OF SURPLUS FUNDS		Approve Investment and Reserves policy		Review and recommend to Trust Board for approval		Recommend to Trust Board	Develop policy for approval	
F.13	PROPOSALS FOR THE ACQUISITION/DISPOSAL OF LAND/BUILDINGS		Approve (with appropriate ESFA approval if required)				Recommend to Trust Board		
F.14	PROPOSALS FOR THE ACQUISITION/DISPOSAL OF FREEHOLD ON LAND OR BUILDINGS		Approve (with appropriate ESFA approval if required)				Recommend to Trust Board		
F.15	SALE, DISPOSAL OR WRITE OFF OF OTHER FIXED ASSETS		Approve >£100k (with appropriate ESFA approval if required)				Approve <£100k	Recommend to CEO	Approve <£5k

		TRUST BOARD COMMITTEES				EXECUTIVE FUNCTIONS			
		Invictus Members	Trust Board	Audit, Risk & Compliance (ARC)	Finance & Resources (FR)	Academy Committees (AC)	Chief Executive Officer	Chief Finance Officer	School Head Teachers
F.16	APPROVAL OF THE SCA SCHEME BUDGET ALLOCATIONS ¹		Approval of the strategic priorities for SCA expenditure; Approval of new project budgets and budget variations for existing projects; Receive updates from FR in relation to delegated project approval or budget variations		Authority to approve new projects and budget increases for existing projects on behalf of Trust Board, ensuring that they align with the strategic priorities; Report all authorisations to the Trust Board		Recommend strategic priorities (informed by the Capital Asset Management Plan); Recommend projects to the Trust Board or FR	Develop policy for Board approval and maintain capital asset management programme; Approve virements between approved projects within the original budget allocations; Report all authorisations to the Trust Board	
¹ In an emergency*, the Chair of the Trust Board and Chief Executive Officer with the Chief Finance Officer jointly have power to act on behalf of the Trust Board to approve a capital programme adjustment within the overall capital budget. Such action will be reported to the Trust Board at the earliest opportunity. * Defined as a breach in DfE health and safety rules / a significant statutory non-compliance issue / a breach in Ofsted rules regarding maintaining the safe opening of a Trust school									
F.17	APPROVAL OF SCA CONTRACTS		Approve in line with limits specified in the authorisation thresholds		Approve in line with limits specified in the authorisation thresholds		Approve in line with limits specified in authorisation thresholds	Recommend to CEO	Approve in line with limits specified in the authorisation thresholds
F.18	ASSET MANAGEMENT		Approve strategy and policy		Oversight and scrutiny of asset management plan		Recommend to Trust Board	Development of strategy and policy; Populate asset management plan	
F.19	WRITE OFF OUTSTANDING DEBTS		Approve >£5k per single transaction (with appropriate ESFA approval if required)				Approve <£5k	Recommend to CEO	
F.20	TAKING UP A LEASEHOLD OR TENANCY AGREEMENT ON LAND OR BUILDINGS FROM ANOTHER PARTY		Approve (with appropriate ESFA approval if required)				Recommend to Trust Board	Undertake due diligence for CEO	
F.21	CHARITABLE DONATIONS / CONTRIBUTIONS TO SOCIAL INNOVATION PROJECTS / GIFTS / SPONSORSHIP / DONATIONS		Approve >£1k				Approve <£1k		

		TRUST BOARD COMMITTEES				EXECUTIVE FUNCTIONS			
		Invictus Members	Trust Board	Audit, Risk & Compliance (ARC)	Finance & Resources (FR)	Academy Committees (AC)	Chief Executive Officer	Chief Finance Officer	School Head Teachers
F.22	SETTLEMENT OF LITIGATION CLAIMS/THREATENED OR PENDING LEGAL PROCEEDINGS		Approve				Recommend to Trust Board		
F.23	TRUST RESERVES		Approve expenditure in line with limits specified in the authorisation thresholds		Approve expenditure in line with limits specified in the authorisation thresholds		Approve expenditure in line with limits specified in the authorisation thresholds	Develop plan for CEO approval	Approve expenditure in line with limits specified in the authorisation thresholds
F.24	SCHOOL RESERVES		Approve expenditure in line with limits specified in the authorisation thresholds		Approve expenditure in line with limits specified in the authorisation thresholds		Approve expenditure in line with limits specified in the authorisation thresholds	Develop plans for CEO approval	Approve expenditure in line with limits specified in the authorisation thresholds
F.25	APPROVAL OF USE OF RESERVES CONTRACTS		Approve in line with limits specified in the authorisation thresholds		Approve in line with limits specified in the authorisation thresholds		Approve in line with limits specified in the authorisation thresholds	Recommend to CEO	Approve in line with limits specified in the authorisation thresholds
F.26	SUBMISISON OF GRANT APPLICATIONS						Approve submission	Complete on behalf of CEO	
F.27	LEGAL TERMS AND CONDITIONS FOR COMMERCIAL INCOME GENERATION ARRANGEMENTS		Approve policy				Develop and recommend policy		
F.28	EXPENDITURE WITHIN BUDGET PROFILE		Approve in line with limits specified in the authorisation thresholds		Approve in line with limits specified in the authorisation thresholds		Approve in line with limits specified in the authorisation thresholds		Approve in line with limits specified in the authorisation thresholds
F.29	SERVICE CONTRACTS/TRADED SERVICES		Approve in line with limits specified in the authorisation thresholds		Approve in line with limits specified in the authorisation thresholds		Approve in line with limits specified in the authorisation thresholds		Approve in line with limits specified in the authorisation thresholds
F.30	ALL OPERATIONAL LEASES							Approve	
F.31	BUDGET VIREMENTS		Approve >£100k				Approve <£100k	Recommend to CEO	
F.32	OUT OF BUDGET EXPENDITURE		Approve >£100k				Approve <£100k	Recommend to CEO	
F.33	TRUST INTERNAL CASH FLOW LOANS						Approve	Recommend to CEO	

FINANCIAL SCHEME OF DELEGATION AUTHORISATION LEVELS

HQ AND SCHOOLS

Delegated Duty	Min Contract Value	Max Contract Value	Evidence Required	Budget Holder	CEO or Headteacher	Trust Board
	Thresholds for Quotes and Tenders in respect of Contract Value excluding VAT			Levels of Authorisation and Approval for Contract Acceptance		
Expenditure relating to the Ordering and Purchase of Goods and Services	£0	£2,499	Consideration to alternative providers with quotes	A		
	£2,500	£10,000	3 written quotes	A		
	£10,001	£30,000	3 formal quotations in writing by specified date and by time based on a written specification	A		
	£30,001	£250,000	Formal Tender Process to be followed based on a written specification	R	A	
	£250,001	Over	Formal Tender Process to be followed based on a written specification	P	R	A
Expenditure relating to Goods and Services for the use of Reserves	£0	£10,000	3 written quotes.		A	
	£10,001	£30,000	3 written quotes based on a written specification. Programme of reserve projects to be agreed by CEO		A	
	£30,001	£250,000	Formal Tender Process to be followed based on a written specification. Programme of reserve projects to be agreed by CEO		A	
	£250,001	Over	Formal Tender Process to be followed based on a written specification. Programme of reserve projects to be agreed by CEO		R	A

A = Approval of contract as per Scheme of Delegation

R = Recommended approval of contract

P – Proposed approval of contract