



**Confederation
of School Trusts**



**National Teacher
Accreditation**



CST Professional Development

CST – Scheme of Delegation

The Confederation of School Trusts (the parent organisation) and its subsidiaries are subject to the delegations below:

This includes:

- Confederation of School Trusts (CST) (Company number 05303883)
- CST Professional Development Limited (Company number 10354936)
- National Teacher Accreditation Limited (NTA) (Company number 08650911)

Rationale

A number of decisions are reserved to the board in line with its responsibilities for:

- ensuring that CST fulfils its statutory objectives, general functions and duties and appropriately exercises the legal powers vested in it, under Charity Commission and Company law and regulations;
- determining the overall strategic direction of CST and its subsidiaries within resource limits
- monitoring the performance of the chief executive, holding her to account for the exercise of their delegated powers and delivery against plans and budgets
- promoting and protecting CST's values, integrity, and reputation
- ensuring high standards of governance that command the confidence of members, the sector and the Charity Commission

CST, and therefore the Board of CST, employ the chief executive. The majority of operational decisions will be delegated to the chief executive, in line with her responsibilities for managing CST in accordance with the strategic, planning and budgetary parameters and risk management strategy, as approved by the board.



Escalation to the board

There are key issues on which the board will seek early warning or dialogue, or on which the chief executive may seek the board's advice and guidance and/or input. An agreed approach to risk assessment and management will be used to identify high risk and or high profile/ impact issues or cases that require early flagging and possible escalation to the board.

Escalation ensures that the board is made aware and kept informed of high risk and/or high profile issues and enables it to explore issues with the chief executive and exercise discretion as to whether or not it may need to approve decisions/action formally.

This process may also help to identify any policy issues arising from new, difficult or contentious decisions.

The extent to which the chief executive will need to continue to flag/refer issues to board members will be reviewed and may evolve over time as the new governance arrangements become better established.

PART A: Table of delegated authority

SUBJECT	RESERVED TO THE BOARD	DELEGATED RESPONSIBILITY OF THE CEO
Corporate governance	Approval of the corporate governance framework, including Articles of Association, memoranda of understanding, delegated powers, standing orders and prime financial policies.	Delegation of authority to staff across the company structure and preparation and maintenance of a comprehensive scheme of delegation for the organisation.
	Major changes to CST's legal structure. Major changes to CST's management and control structure.	Recommendations about changes to legal structure based on advice
	Changes to the structure, size and composition of the Board. Appointments by co-option to the Board. Selection of the Chair	The nominations committee may wish to receive recommendations from the CEO



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SUBJECT

RESERVED TO THE BOARD

DELEGATED RESPONSIBILITY OF THE CEO

	of the Board and other Board positions (such as Vice-Chair, Treasurer)	
	Undertaking reviews of its own performance, and that of individual trustees in receipt of contracts for services, in line with Charity Commission regulations and guidance	Advice to the board on Charity Commission regulations and guidance
	Any decision likely to have a significant impact on CST, including but not limited to financial, operational, strategic or reputational.	Acting on advice from the CEO, but not limited to this.
Strategy	Determining the overall strategic direction of CST and its subsidiaries. Consideration and approval of CST's strategic plan.	Preparation of CST's strategic plan for consideration and approval by the board, ensuring early consultation with the board. Aligned with the overall strategic plan, preparation of a strategic plan for each of CST's subsidiaries for approval by the parent company and subsidiary company boards.
	Extension of CST's activities into significant new business.	Recommendations to the board for extension of CST's activities into new business.
Budget setting	Consideration and approval of CST's annual budgets.	Preparation of annual budgets in line with CST's strategic plan, ensuring early consultation with the board.
Annual report and accounts	Approval of annual report and accounts, in conjunction with the accounting officer.	Drawing up the annual report for board approval. Drawing up annual accounts including the annual governance statement for board approval. Signing CST's annual report and accounts as CST's accounting officer.



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SUBJECT	RESERVED TO THE BOARD	DELEGATED RESPONSIBILITY OF THE CEO
Performance management and contract management	Determination and approval of arrangements for performance management and contract management consideration of regular monitoring reports.	Informing the board of progress in achieving performance objectives and advising of any significant variance from the approved operating plans and budget.
		Informing the board of any significant issues in the operation of CST.
Risk management	Approval of CST's risk management strategy and risk framework, and actively managing risk	As CEO and accounting officer, maintaining the system of internal control and assurance framework within CST and providing the board with assurance on its ongoing effectiveness. Escalation of issues for consideration by the board in accordance with CST's risk management and assurance strategy.
Staffing and HR policy	Appointment of the chief executive	n/a
	Approval of the staffing structure, creation of new posts and approval of restructures	Recommendation about the staffing structure/ new post/ restructure, subject to board approval.
	Annual appraisal of the Chief Executive (undertaken on behalf of the Board by the Chair and two other appointed trustees).	n/a
	Approval of significant changes to overall HR policy and procedures, including staff terms and conditions of employment and pay policy.	Staff appointments in the context of the approved staffing structure and operational HR matters in the context of approved HR policies.



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SUBJECT	RESERVED TO THE BOARD	DELEGATED RESPONSIBILITY OF THE CEO
	Approval of changes to senior staffing appointments who directly report to the CEO.	Approval of changes to operating staffing appointments, which fall within the approved annual budget.
	Determining the remuneration of the chief executive and deputy chief executive.	n/a
Audit	Appointing auditors and approval of changes to auditors' overall terms of appointment. Approving the scope of the auditor assurance programme and agreeing the scale of fees for the annual audit. Consideration of significant issues arising from the work of appointed auditors.	Responsibility for advising the board on audit, assurance and risk. Management of relationships with auditors. Reporting to the board matters of significance arising from the work of auditors.
Communication and advocacy	Approval of communication strategy and plans in relation to matters of political or reputational significance.	Signing off all press releases and other statements other than where the statement is on a matter of political or reputational significance. Identification of significant issues to be considered by the board.
Policy formation	The mission, vision, values and principles of what CST stands for.	Identifying significant policy developments, publication of policy papers and influence.
	Approval of the content of major policy positions with political or reputational significance	Speaking and writing about major policy positions



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SUBJECT

RESERVED TO THE BOARD

DELEGATED RESPONSIBILITY OF THE CEO

Charity
administration

The cycle of board meetings, the composition of board agendas and approval of minutes of board meetings. Appointment of the Company Secretary.

Ensuring adequate resources are available for the functioning of an effective board secretariat.



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PART B: Financial levels of delegated authority

Delegated duty	Value (exclusive of VAT)	Delegated authority	Comments
Ordering goods and services, in line with procurement requirements, to include:	Over £250,001 within approved budget	CST Board	Within approved budget (exclusive of VAT):
<ul style="list-style-type: none"> Contract signing 	Over £150,001 and up to £250,000 within approved budget	2 Trustees, one of which to be a member of the CST Finance and Resources Committee	<ul style="list-style-type: none"> Orders up to £5,000 at least a single written quotation is required
<ul style="list-style-type: none"> Consultancy services from pre-approved consultant framework (policy and projects) 	Over £50,001 and up to £150,000 within approved budget	Chief executive and Deputy chief executive in the absence of the chief executive	<ul style="list-style-type: none"> Orders over £5,001 and up to £49,999 require 3 written quotations
<ul style="list-style-type: none"> Authorising payments of invoices 	Over £50,001 and up to £150,000 within approved budget	Chief executive and Deputy chief executive in the absence of the chief executive	<ul style="list-style-type: none"> Orders over £50,000 to be put out to tender or board approval must be sought to amend a contract or waive full tender arrangements up to a contract value of £213,477 inclusive of VAT. (The UK legal threshold at which organisations must go to full tender on a goods and services contract is £213,477 inclusive of VAT for the duration of the contract.)
<ul style="list-style-type: none"> Employee expenses 	Up to £50,000 within approved budget	Relevant Executive Leadership Group budget holder or the COO in the absence of the relevant budget holder	
Authorising monthly salary payments	Values within agreed pay scale	Chief Financial Officer prepares the payments. First authorisation: Chief Operating Officer First bank authorisation: Chief Executive Officer (Deputy Chief	Report any anomalies to the Chair



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		Executive, Chair or Vice Chair in absence of Chief Executive) Second bank authorisation: Chief Operating Officer
BACS payment authorisations and other bank transfers	Up to £50,000 within approved budget	Any two signatures in line with the Bank Mandate
	Over £50,001 within approved budget	Chief executive and one other signature in line with the Bank Mandate
Suppliers' direct debits		Any two signatures in line with the Bank Mandate
		Any 1 signature in line with the bank mandate for electronic DD systems* Contract approval documentation/PO must be provided.
		*Electronic systems are allowing bank approval by 1 person
Monthly credit cards	For Chief Executive	Chair of Board
	For Executive Team	Chief Executive
Virement of budget provision between budget heads	Up to £100,000	Chief Executive
	Over £100,001 and up to £200,000	



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	Over £200,001	A minimum of 2 members of the CST Finance and Resources Committee.	CST Board
Disposal of assets	Up to £20,000	Chief Executive Officer and Chief Financial Officer	
	Over £20,000	Requires board approval	
Granting or taking up of any leasehold or tenancy agreement	Any	Chief Executive Officer with approval of the Trust Board	
Any contracts, guarantees, indemnities and letters of comfort entered into	Any	Chief Executive Officer with approval of Trust Board	
Ex-gratia payments	Any	Trust Board	
Capital projects	Any	Trust Board	
Financial investments	Any	Trust Board	
Overall levels of insurance	All	Trust Board	
Changes to the rules of the pensions scheme	Any	Trust Board	
External professional advice	Up to £10,000	Audit and Risk Committee	To obtain any necessary external professional advice to enable the Audit and Risk Committee to carry out its responsibilities more effectively.
Bad debts write off	Up to £5,000	Chief Executive	



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Between £5,001 and £25,000

Finance and Resources Committee

Over £25,001

Trust Board

PART C: HR levels of delegated authority

APPOINTMENTS

Post	Delegated authority	Comments
Appointment of the Chief Executive	Trust Board (minimum of 3 trustees)	Chair signs letter of appointment
Deputy Chief Executive Officer	Chief Executive Officer and 2 trustees	Chief Executive Officer signs letter of appointment
All other staff appointments within the approved staffing structure	Relevant member/s of Leadership Group, where necessary involving middle managers.	Chief Executive Officer signs letters of appointment

DISCIPLINARY / CAPABILITY CASES AND DISMISSALS UNDER ANY POLICY

Only the Board can dismiss

Post	Delegated authority step 1	Delegated authority step 2 (panel)	Delegated authority step 3 (appeal panel)
Disciplinary / capability of the Chief Executive	Chair	Panel of three trustees	Panel of three trustees not previously involved
Disciplinary / capability of Deputy Chief Executive Officer level	Chief Executive Officer	Panel of three trustees	Panel of three trustees not previously involved



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Disciplinary / capability executive team	Deputy Chief Executive Officer	Panel of three trustees	Panel of three trustees not previously involved
Disciplinary/ capability of all other staff	Chief Operating Officer/ Managing Director of CST PD	Panel of three trustees	Panel of three trustees not previously involved

GRIEVANCES

Post	Delegated authority step 1	Delegated authority step 2 (panel)	Appeal (panel)
Grievance by the Chief Executive	Chair of the Governance and Compliance Committee	Panel of three trustees	Panel of three trustees not previously involved
Grievance against the Chief Executive	Chair of the Governance and Compliance Committee	Chair	Panel of three trustees not previously involved
Grievance against the Deputy CEO or other member of leadership group	Chief Executive Officer	Panel of three trustees	Panel of three trustees not previously involved
Grievance against all other staff	Chief Operating Officer	Chief Executive Officer	Panel of three trustees

PERFORMANCE MANAGEMENT

Post	Delegated authority	Appeal
Chief Executive	Remuneration Committee	Panel of three trustees not previously involved
Deputy Chief Executive	Chief Executive Officer	Panel of three trustees



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Leadership Group	Deputy Chief Executive	Panel of three trustees
All other staff	Line manager	Panel of three members of leadership group not previously involved

PAY AND OTHER HR FUNCTIONS

Function	Value	Delegated authority
Setting the pay framework, ratify any inflationary pay increases and set pay scales	All	Trust Board on recommendation of the Finance and General Purposes Committee, in line with the budget
Suspension	n/a	Trustee representing the Trust Board as the employer
Payment in lieu of notice	Any	Chief Executive Officer
Compromise agreements	Any	Trust Board
Acting up arrangements	Any	Chief Executive Officer
Re-grading/Re-designation/increase in hours in circumstances outside of the annual review process.	Up to £10,000	Chief Executive Officer
	More than £10,000	A minimum of 2 trustees from the Finance and Resources Committee.
Determination of cost of living awards	Any	Finance and Resources Committee
Decision to make redundancies and authorisation of redundancy/ early retirement payments	Any	Trust board



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Determination of Chief Executive's and
Deputy CEO's pay range and pay
progression

Determination of performance-related
pay progression



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Trust Board on recommendation of Remuneration
Committee (in line with the framework set by the
Finance and Resources Committee)

Remuneration Committee (in line with the framework
set by the Finance and Resources Committee) on
recommendation of Chief Executive Officer.