



## **CST – Scheme of Delegation**

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### **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

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 steer 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**

<b>SUBJECT</b>	<b>RESERVED TO THE BOARD</b>	<b>DELEGATED RESPONSIBILITY OF THE CEO</b>
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 of the Board and other Board positions (such as Vice-Chair, Treasurer)	The board may wish to receive recommendations from the CEO
	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.
	Consideration and approval of formal strategic partnerships with other organisations.	Recommendations to the board for formal strategic partnerships with other organisations.



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<b>SUBJECT</b>	<b>RESERVED TO THE BOARD</b>	<b>DELEGATED RESPONSIBILITY OF THE CEO</b>
	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.
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.



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<b>SUBJECT</b>	<b>RESERVED TO THE BOARD</b>	<b>DELEGATED RESPONSIBILITY OF THE CEO</b>
	Annual appraisal of the Chief Executive (undertaken on behalf of the Board by the Chair).	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.
	Determining the remuneration of the 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. Setting the scale of fees for audit annually with a proposed full audit every three years. 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	Approve the programme of policy formation	Identifying significant policy developments and propose a programme of policy formation 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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<b>SUBJECT</b>	<b>RESERVED TO THE BOARD</b>	<b>DELEGATED RESPONSIBILITY OF THE CEO</b>
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**

<b>Delegated duty</b>	<b>Value</b>	<b>Delegated authority</b>	<b>Comments</b>
Ordering goods and services, in line with procurement requirements	Up to £3,000 within approved budget	Chief Executive	Within approved budget level: <ul style="list-style-type: none"><li>- Orders up to £3,000 at least a single written quotation is required</li><li>- Orders over £3,001 and up to £24,999 require 3 written quotations</li><li>- Orders over £25,000 to be put out to tender</li></ul>
	Over 3,000	Board authorisation required	
Authorising monthly salary payments	Values within agreed pay scale	Accountant prepares the payments First authorisation: Executive Officer, Second authorisation: Chief Executive Officer (Chair or Vice Chair in absence of Executive Officer)	Report any anomalies to the Chair
Signatures for cheques, BACS payment authorisations and other bank transfers	Up to £5,000 within approved budget	Any two signatures in line with the Bank Mandate	
	Up to £10,000 within approved budget	Two signatories in accordance with bank mandate and one must be either the Chair or Vice Chair	
Virement of budget provision between budget heads	Up to £10,000	Chief Executive	
	Over £10,000	Requires board approval	
Disposal of assets	Up to £10,000	Chief Executive Officer and Accountant	
	Over £20,000	Requires board approval	
Granting or taking up of any leasehold or tenancy agreement	Any	Trust Board	



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Any contracts, guarantees, indemnities and letters of comfort entered into	Any	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

### PART C: HR levels of delegated authority

<b>APPOINTMENTS</b>			
<b>Post</b>	<b>Delegated authority</b>		<b>Comments</b>
Appointment of the Chief Executive	Trust Board (minimum of 3 trustees)		Chair signs letter of appointment
Executive Officer and above	Chief Executive Officer and 2 trustees		Chief Executive Officer signs letter of appointment
All other staff appointments within the approved staffing structure	Chief Executive and Executive Officer		Chief Executive Officer signs letters of appointment

### **DISCIPLINARY / CAPABILITY CASES AND DISMISSALS UNDER ANY POLICY**

#### ***Only the Board can dismiss***

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



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Executive Officer  
level and above

Disciplinary/ capability of all other staff	Executive Officer	Panel of three trustees	Panel of three trustees not previously involved
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**GRIEVANCES**

<b>Post</b>	<b>Delegated authority step 1</b>	<b>Delegated authority step 2 (panel)</b>	<b>Appeal (panel)</b>
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 Executive Officer	Chief Executive Officer	Panel of three trustees	Panel of three trustees not previously involved
Grievance against all other staff	Executive Officer	Chief Executive Officer	Panel of three trustees

**PERFORMANCE MANAGEMENT**

<b>Post</b>	<b>Delegated authority</b>	<b>Appeal</b>
Chief Executive	Remuneration Committee	Panel of three trustees not previously involved
Executive Officer and above	Chief Executive Officer	Panel of three trustees
All other staff	Executive Officer	Chief Executive Officer





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**PAY 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	Trust Board
Re-grading/Re-designation/increase in hours	Up to £10,000 in line with budget More than £10,000 or not in line with budget	Chief executive Trust Board
Revisions to pay and conditions	Any	Trust Board on recommendation of Remuneration Committee (in line with the framework set by the Finance and General Purposes Committee)
Decision to make redundancies and authorisation of redundancy/ early retirement payments	Any	Trust board
Determination of Chief Executive's pay range and pay progression		Trust Board on recommendation of Remuneration Committee (in line with the framework set by the Finance and General Purposes Committee)
Determination of staff pay range and pay progression		Remuneration Committee (in line with the framework set by the Finance and General Purposes Committee) on recommendation of Chief Executive Officer. Pay progression is on the basis of performance management.

Authorised signatory

Date 21 September 2018; Revised 2 November 2018

Date of review: December 2019