



Cabot Learning Federation - Delegated Authority Framework

Approved: October 2024

Review Due: October 2025

The Cabot Learning Federation (CLF) is a Multi Academy Trust (MAT) sponsored by Rolls Royce PLC and The University of the West of England (UWE). Within the CLF are 35 academies, the CLF Institute (which includes the School Centred Initial Teacher Training and Five Counties Teaching School Hubs Alliance and Boolean Maths Hub) and the CLF Central team. The CLF academies are located in Gloucestershire, Bristol, South Gloucestershire, North Somerset and Somerset. We are responsible and accountable for the education of over 18,000 students between the ages of 2 and 19, for the employment and support of over 3,000 staff and supported by over 350 people in governance roles. Our core purpose is at the HEART of all that we do.



As an exempt charity and company limited by guarantee, CLF is governed by a board of trustees who are responsible for, and oversee the management and administration of the trust and the academies run by the trust. Our Board is made up of 12 trustees (appointed by the members) who are accountable to the Department for Education (DfE), Education and Skills Funding Agency (ESFA) and external government agencies, including the Charity Commission, for the quality of the education that CLF provides and the effective use of public sector funding.

The Delegated Authority Framework (DAF) defines the powers which are delegated from the CLF Board to other sub-committees or executive officers in order to facilitate the day to day running of the organisation ensuring compliance with the Academy Trust Handbook and the CLF Financial Regulations. While the DAF seeks to offer clarity on decision making powers, and does include specific authorities it cannot provide a definitive and exhaustive guide to decision making across every area of Federation business. To that end the CLF and its officers should seek to operate within the spirit of the framework holding to the culture of governance as defined by high transparency and high trust.

Key

F - Fully Delegated P - Partially Delegated (see notes below) N - Not delegated

For Partially delegated:

P2* Authority exercised on behalf of the Board by 2 trustees (incidental, where one is the chair or their nominee)

P1* Board authority delegated to 1 trustee (incidental)

P2+ Board authority delegated to 2 trustees (identified at first Board meeting of annual cycle, where one is the chair or their nominee)

Where a decision is partially delegated to 2 trustees, the first trustee will have domain expertise and the second will act as the conscience of the Board. A trustee is authorised to act on behalf of the Board they may refer a decision back to the Board for consideration if they believe this is in the best interest of the organisation.

Governance	Delegated authority?	CEO	COO/CFO	Head of Governance	Chairs of Academy Council (COAC)	Academy Council	Principal
Approves overall strategy of CLF	N	Responsible for setting strategy	CFO Provides financial advice and assistance in developing strategy.		May be consulted during strategy development		May be consulted during strategy development
Admission of new academies to CLF	N	Can make recommendations to the Board	Provides due diligence advice in relation to potential new academies				
Appointment of Trustees	Trustees appointed by members	Recommendations to Board					
Removal of Trustees	Trustees removed by members	Recommendations to Board					
Approval of terms of reference for sub-committees and Executive Working Groups	N	Recommendations to Board	Recommendations to Board	Recommendations to Board			
Appoint a Clerk	F			Involved in process of Clerk appointment			
Appointment of Chair of Academy Council	P2+			Jointly authorised to approve proposals with two appointed Trustees		Recommendations to Board	Recommendations to Board
Removal of Chair of Academy Council	N	Recommendations to Board / May in exceptional circumstances suspend or remove a Chair					
Appointment and removal of sponsored Academy Councillors (other than the chair)	F			Approve appointment and removal of Academy Councillors with the COAC and Principal of the Academy		Make recommendations to CHair or Principal	Approve appointment and removal of Academy Councillors with the COAC and Head of Governance
Removal of non board appointed Academy Councillors	F	May in exceptional circumstances suspend or remove a Councillor			Approve removal of Academy Councillors and report to Board	Recommendations to COAC	Recommendations to COAC
Appoint Academy Councillors into mandatory link roles as defined in the Terms of Reference for Academy Council	F			Ensures guidance available	Ensures each Academy Council has link councillor roles identified.	Appoints Academy Councillor link roles and ensures responsibilities are fulfilled in accordance with policy and guidance	Supports link councillors in fulfilling their responsibilities via engagement with relevant Academy staff
Authorised to approve/amend organisational scheme of delegation	N	Recommendations to Board	Recommendations to Board	Recommendations to Board			
Acquisition and disposal of legal entities	N	Recommendations to Board	Provision of professional advice	Provision of professional advice			
Maintenance of register of interests	F			Responsible for ensuring register is maintained			

Governance	Delegated authority?	CEO	COO/CFO	Head of Governance	Chairs of Academy Council (COAC)	Academy Council	Principal
Maintenance of Risk Management processes	F	Responsible for ensuring CLF risk register is maintained	Responsible for managing risk register and risk management processes and reports in to the Audit Committee	Contributes to risk management processes	Reviews relevant risks and contributes to process	Chair of Academy Council reviews Academy Risk Register	Responsible for ensuring Academy risk register is maintained

Governance	Delegated authority?	CEO	COO/CFO	Head of Governance	Chairs of Academy Council (COAC)	Academy Council	Principal
Approval of CLF policies in accordance with the CLF Master Policies list	N	Makes recommendations to Board	Makes recommendations to Board	Makes recommendations to Board		Receives and notes policy. Responsible for monitoring its implementation and application	
Approval of adoption of board approved CLF template policies in accordance with the CLF Master Policies list	F	Provision of professional advice to Academies	Provision of professional advice to Academies	Provision of professional advice to Academies		Approves the adoption of the CLF template to fit local academy needs. Responsible for monitoring its implementation and application.	Adopts the CLF template to fit local academy needs, makes recommendations and report to Academy Council.
Approval of Academy policies in accordance with the CLF Master Policies list	F	Provision of professional advice to Academies	Provision of professional advice to Academies	Provision of professional advice to Academies	Reviews status of policy approval, recommends remedial action and identifies opportunities for central provision of documents.	Delegated authority for approval and monitoring of local academy policies and procedures in accordance with policies lists	Makes recommendations and reports to academy council
Ensuring that CLF fulfils their duties in accordance with the Equalities Act 2010	N	Ensures suitable EDI policies and arrangements are in place and Exec team oversight provided.		Responsible for policy framework	Escalates concerns to the board	Reviews effectiveness of the local EDI arrangements	Responsible for local EDI polices and arrangements. Ensures SENCO receives appropriate training.
Ensuring that academies fulfil their duties in accordance with the SEND Code of Practice	N	Ensures suitable SEND policies are in place and Exec leadership of SEND oversees arrangements including training.			Ensures each Academy Council has a SEND link councillor identified.	Appoint SEND link councillor. Receives annual SEND report to AC Monitor effectiveness of the local SEND policies and arrangements.	Responsible for local SEND policies and arrangements. Ensures SENCO receives appropriate training.

Organisational Delegated Authority Framework

Education/Curriculum	Delegated authority?	CEO and Education Exec	Chairs of Academy Council	Scrutiny Panel	Academy Council	Principal
Approval and monitoring of CLF and academy targets including for student achievement, progress and attendance	N	Responsible for proposing CLF and local targets to the Board and providing appropriate reporting	Review of Trust standards setting processes and reporting to the Board		Review of trust standards setting and responsible for holding Principal to account	Reports to academy council and Board via subcommittees
Approval of academy improvement plans based on Self Evaluation Framework (SEF) or other assessment	F	Deputy CEO and Education Directors quality assure and approve Academy Improvement Plans and approves SEF	Responsible for supporting and preparing chairs for their and AC role in monitoring process of academy improvement planning		Delegated authority for monitoring of academy improvement plans, reporting exceptions to the Chair of Academy Council	Responsible for development and delivery of academy improvement plans based on SEF
Curriculum and assessment: Planning, implementation and review	F	Oversees development and delivery of effective curriculum and assessment			Monitors effectiveness of curriculum and assessment	Develops and delivers curriculum and assessment
Set term dates	F	Authorises terms date for the year.			Consulted	Makes recommendations to Education Director
Set Length/ of Academy day	F	Authorises changes to Academy days			Consulted	Makes recommendations to Education Director
Issues suspensions or permanent exclusions of students	F	Receives annual report			Receives report	Authorised to issue suspensions or PEXs, report to AC Council
Holds review meetings for students who are permanently excluded and/or suspended	F				Is part of the panel and reviews principal's decision	Supports exclusion reviews as required.
Independent review of permanent exclusion by an Independent Review Panel (IRP)	F (to IRP)				Attends IRP as required	Supports IRP process as required
Admissions policy approval where no change is proposed	F	Makes recommendations to Academy Council			Authorised	Recommendation to Academy Council once Head of Governance has reviewed
Admissions policy approval where change is proposed	P2*	Makes recommendations to Board			Recommendation to board via Head of Governance	Recommendation to board via Head of Governance
Admissions Appeals (In year)	F				Informed via reporting	Considers the appeal and makes the decision with support from the LA.
Admission appeals (New Year Groups)	F (to LA)				Informed via reporting	Authorised to attend admissions appeals

Organisational Delegated Authority Framework

Finance	Delegated authority?	CEO	COO/CFO	Professional Services Executive	Audit Committee	Finance Executive Group	Principal
STATUTORY REPORTING							
Approval of annual accounts and budget forecast return	N	Review	Recommendation to CEO and Board		Receives External Auditors report		
Completion and submission of other accounting returns including HMRC and ESFA returns as required	F		Authorised				
Appointment of external auditors	N- appointed by Members		Recommendation to CEO and Board		Recommendation to Board		
SYSTEMS OF INTERNAL FINANCIAL CONTROL							
Assurance over adequacy of systems of internal financial control	N	Provides assurance to ESFA as AO	Provides assurance to CEO and Board	Supports Internal Audit programme	Receives IA reports and makes recommendations to Board		
Approval of financial regulations	N		Recommendation to Board			Reviews and makes recommendation to the Board	
Write-off bad debts	N - where value > £45k F- where value is < £45k		Authorised up to £45k				
Payroll - Starters, leavers and amendments	F		Oversees systems of internal control and approves payroll	Can authorise payroll, excluding HRD			Authorises changes
Appointment of internal auditors	F		Management of appointment process	Head of Governance supports	Receives recommendation		
BUDGET & MANAGEMENT REPORTING							
Approval of annual budget(s) including central budget and academy contributions	N	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to Board			Reviews and makes recommendation to the Board	Preparation of detailed academy financial plans
Receipt and review of management accounts	N		Review of academy management accounts and preparation of summary report to Board			Reviews and makes recommendation to the Board	Accountable for local academy financial position
Authority to make budget virements	F		Authorised to make budget virements				
RESERVES REQUESTS							
Authority to approve reserves requests	N - where value > £600k P2+ - where value is £350 - £600k F- where value is < £350k	Jointly authorised £200K-£350K	Authorised up to £200K and jointly with CEO up to £350K				Submits requests for Academies
PURCHASING & PROCUREMENT							

Finance	Delegated authority?	CEO	COO/CFO	Professional Services Executive	Audit Committee	Finance Executive Group	Principal
Placing orders for goods and services, entering into contracts	N - where value > £600k P2+ - where value is £350 - £600k F- where value is < £350k	Jointly authorised £200K-£350K	Authorised up to £200K and jointly with CEO up to £350K				Authorised Up to £7.5K within agreed budget
Waiver of CLF financial regulations in respect of purchasing	F		Yes, reported to Audit Committee		Receives reports from CFO		
Ensuring compliance with procurement regulations	F		Yes, reported to Board annually			Receives reports from CFO	
BANKING AUTHORITY & CASH MANAGEMENT							
Approval to borrow money	N		Recommend approval by Board				
Cashflow Management, Treasury & Investment practices	F where in line with the treasury management policy. Otherwise N.		Authorised to Review and approve. Investment details to be shared with Finance Executive Group			Receives reports from CFO	
Open a bank account and approve signatories	F	Can be approved signatory	Can be approved signatory	Can be approved signatory			

Finance	Delegated authority?	CEO	COO/CFO	Professional Services Executive	Audit Committee	Finance Executive Group	Principal
FIXED ASSETS							
Management of capital funding	F		Ensures management and governance arrangements are appropriate and reports to Board	D of Estates and Facilities oversight			
Asset Register	F		Authorised to Review and approve				
Security Of Assets	F		Oversight and must report to Board by exception	D of Estates and Facilities oversight			Responsible for local security arrangements
Disposal of Assets	N - where value > £50k F- where value is < £50k		Authorised to Review and approve up to £50k				
Loan of Assets	F		Authorised to Review and approve				
INSURANCES							
Annual Risk Review & Premium Renewal	F		Authorised to Review and approve				

Organisational Delegated Authority Framework

Human resources	Delegated?	CEO	COO/CFO	HRD	Academy Council	Principal
Staff Structure						
Authorised to Increase staff headcount.	F	Can authorise (with CFO) changes beyond overall budget	Can authorise changes within overall budget			Can authorise replacement posts within existing staffing budget
Grade of staff posts						
Overall job evaluation policy & procedures	P2+			Implements JE procedures		
Authorised to evaluate jobs and grades	F			Responsible for oversight and cross-organisational grading		Submits information to allow evaluation process
Recruitment						
Recruitment and appointment of CEO + CFO	N		Involved in process	Involved in process	Involved in process	Involved in process
Recruitment and appointment of Permanent Executive Team Members and Principals	P1(not the same person)	Appoints Executive Team and Principals jointly with Board		Involved in process	Involved in process of Principal appointment	
Recruitment and appointment of Interim Executive Team Members and Principals	F	Appoints Interim Executive Team and Principals (in consultation with the chair or their nominee)		Involved in process		
Signing of employment contracts	F (but Chair must sign CEO contract)	Signs contracts of Exec team and Principals		CLF HR team sign other employment contracts		
Pay Policy						
Annual approval of cost of living pay award for all staff	Remuneration Committee			Makes recommendation to Board for CEO and all others to Remuneration Committee		
Determination of pay ranges	F (except CEO)	Determines pay ranges for Leadership staff		Responsible for oversight and cross-organisational grading and Job Evaluation		
Annual Pay Progression (UPS and Leadership)	Remuneration Committee	Ensures consistency	Ensures consistency	Ensures consistency		Oversight of appraisal for their team
Operation of policies						

Human resources	Delegated?	CEO	COO/CFO	HRD	Academy Council	Principal
Approval of Federation employment policies including Employment Manual	P2+			Makes recommendations to Board		
Objective setting and performance appraisal	F (except CEO)	Appraises DCEO and COO		Oversight of process	Chair assists in Principal appraisal	Appraisal arrangements for own team
Approval of formal restructure plans (where more than 10 employees are affected or more than 25% of a school staff body)	P2+			Makes recommendations		
Approval of voluntary severance or redundancy agreements (where more than 10 employees are affected or more than 25% of a school staff body)	P2+			Makes recommendations		
Authority to issue warnings or other disciplinary measures except dismissal	F			Oversee effective process		May issue warnings in own teams
Authorisation of settlement agreements	P2+ - where value > £50k or 1 yr. Salary (whichever lowest) F- where value is < £50k or 1 yr. Salary (whichever lowest)			Makes recommendations		
Suspension	F (except CEO, CFO)	Yes (Exec teams and Principals)	Yes (own team)	Yes (own team)	Informed as appropriate	Yes (own team)
Dismissal	F (except CEO, CFO)	CEO or other executive team member must be involved in dismissal panels	CEO or other executive team member must be involved in dismissal panels	CEO or other executive team member must be involved in dismissal panels	Part of formal panel	Part of formal panel
Appeals against dismissal	P1* (except CEO, CFO)		Part of formal panel	Oversees effective process	Part of formal panel	Part of formal panel
Appeals against all other grievance and disciplinary outcomes	F		Part of formal panel	Oversees effective process		Part of formal panel

Organisational Delegated Authority Framework

HEALTH AND SAFETY	Delegated?	CEO	Director of Estates and Facilities	People and Wellbeing Committee	Academy Council	Academy Health and Safety Committee	Principal
Health and Safety Policy	N		Makes recommendation to Board		Responsible for implementation of local policy		
Ensuring the adequacy of health and safety practice throughout CLF including FRA and asbestos	N		Oversees CLF arrangements and reports to Board	Receives reports from H&S Manager and escalates to Board if appropriate	Ensures Academy arrangements are adequate		Reports to Academy Council
Critical incident planning	F		Holds CLF and Academy Critical incident plans and reviews as appropriate	Receives updates on Critical Incident and Business Continuity planning	Ensures critical incident plans are adequate and in place		Reports to Academy Council
Health and Safety RIDDOR reporting	F		Ensures RIDDOR reporting is in place	Receives reports			
Academy health and safety arrangements including committee and use of risk assessments (fire, asbestos etc)	F				Receives reports of H&S committee		Ensures the H&S committee is in place and reports to Academy Council
General monitoring and action plans in relation to safety of sites including buildings conditions	F (P&W and PP&I Group)		Drafts action plans from audits, reporting to Board	Covered by PPI	Reviews Receives reports on progress against action plans	Reviews progress against action plans and reports to AC	Implements action plans

Organisational Delegated Authority Framework

Safeguarding	Is authority delegated from the Board?	Designated Trustee for Safeguarding	Strategic Safeguarding Lead	Chairs of Academy Council (COAC)	Academy Council	Academy Council Safeguarding Representative	Principal	Federation Designated Safeguarding Officer (DSO)	Designated Safeguarding Lead (DSL)	HRD
Policies and Procedures										
Ensure suitable Safeguarding Policy and associated procedures are in place across the federation	N	Reports to Board the formation of Policy documents	Responsible for implementation of Safeguarding Policy and procedures	Safeguarding concerns escalated to board	Approves local adaptations to Safeguarding Policy and procedures at Academy level.	Ensures Academy Council approves the local adaptations to the Safeguarding Policy	Adopts Safeguarding Policy and procedures and ensures they are communicated to, and implemented by, all staff	Contributes to the production and implementation of the Safeguarding Policy and procedures		
Monitor the effectiveness of the CLF Safeguarding Policy	F	Monitors the effectiveness of the CLF Safeguarding Policy and reports concerns to the board	Ensures annual review of Safeguarding Policy takes place	Reviews the Safeguarding Policy annually	Reviews the Safeguarding Policy annually	Provide advice to the Academy Council for the review of the Safeguarding Policy	Reviews effectiveness of the Safeguarding policy and makes recommendations for change where appropriate	Reviews effectiveness of the Safeguarding policy and makes recommendations for change where appropriate	Reports recommendations for changes to the Safeguarding policy to Principal	
Receive an annual report on the Federation's Safeguarding policy and procedures	N	Receives annual report and shares with board	Shares the annual report to the Designated Director for Safeguarding					Assists Strategic Safeguarding Lead in producing annual report on Safeguarding	Provides data and other feedback to the DSO to assist with producing annual report	
Receive a termly report on the Academy Safeguarding policy and procedures	F		Receives collated termly Safeguarding report		Receives and signs termly safeguarding report	Ensures an termly Safeguarding report is produced and presented to AC	Meets DSL and ensures termly Academy Safeguarding report produced	Reviews reports and collates for Safeguarding Lead	Produces termly Academy Safeguarding report	
Audits										
Ensure Annual Safeguarding audits take place and are appropriately reported to the board	F	Ensures annual LA S175 safeguarding audits take place	Commissions CLF Safeguarding checklist and receive reports			Ensure annual LA safeguarding audit takes place and is submitted and that Academy completes CLF checklist and next steps are agreed	Reviews audit and checklist and ensures next steps are implemented		Complete LA safeguarding audit and CLF checklist and provide initial next steps	
Training										
Ensure all Designated Safeguarding Leads and their deputies receive appropriate training	F		Ensures all Designated Safeguarding Leads and their deputies receive appropriate training			Attends all required safeguarding training Monitors training records for Academy Staff and reports issues	Ensures all Academy Designated Safeguarding Leads and deputies receive appropriate training	Develops and implements DSL training and ensures deputies are adequately trained	Attends all required training to meet with legislative and CLF requirements	
Ensure all central and academy staff receive required training (including Councillors and Trustees)	F		Ensures all staff receive appropriate training and records of this are kept		Monitors training records	Monitors training records	Ensures all academy staff receive required training and records of this kept	Supports development and delivery of training		
Other										
Ensures each Academy Council appoints a Safeguarding Councillor representative	F			Ensures each Academy has a Safeguarding Councillor identified	Appoints a Safeguarding Councillor representative.					

Safeguarding	Is authority delegated from the Board?	Designated Trustee for Safeguarding	Strategic Safeguarding Lead	Chairs of Academy Council (COAC)	Academy Council	Academy Council Safeguarding Representative	Principal	Federation Designated Safeguarding Officer (DSO)	Designated Safeguarding Lead (DSL)	HRD
Ensure Safer Recruitment procedures are implemented and adhered to	F		Ensures all senior leadership teams adhere to Safer Recruitment processes			Monitors Safer Recruitment processes	Monitors Safer Recruitment processes	Adheres to Safer Recruitment processes		Ensures a Safer Recruitment process is in place and understood by all academies.
Ensure Prevent agenda is implemented and adhered to	F	Receives report on Prevent Agenda in safeguarding reporting	Monitors Prevent Agenda at CLF level			Monitors Prevent Risk Assessment has been implemented in Academy	Ensures lead for the Prevent agenda is identified, trained and documented in Academy policy	Acts as Federation lead for the Prevent agenda	May act as Academy lead for the Prevent agenda	
Confidential Safeguarding issues reported to LADO where appropriate	F	Reports safeguarding issues to LADO if concerns are about CEO, Chair of Board will report concerns to LADO.	Is notified of referrals			Is notified of referrals	Reports safeguarding issues to LADO as appropriate in conjunction with HR	Is notified of referrals	Notifies Principal or DSO of concerns or referrals to LADO	Supports LADO referrals
Operation of Safeguarding investigations	F	Prevent report is reported on Safeguarding Report	Supports safeguarding investigations				Commissions Safeguarding Investigations	Works with HR to support and commission Safeguarding investigations		Commissions Safeguarding Investigations

Glossary of Terms

AC	Academy Council	IA	Internal Audit
AO	Accounting Officer	IRP	Independent Review Panel
CEO	Chief Executive Officer	JDs	Job Descriptions
COO/CFO	Chief Operating Officer / Chief Financial Officer	LA	Local Authority
DCEO	Deputy Chief Executive Officer	LADO	Local Authority Designated Officer
D OF Estates	Director of Estates and Facilities	Link Roles	Specific roles allocated within the Academy Council
DAF	Delegated Authority Framework	P&W	People and Wellbeing (Sub Committee)
DSL	Designated Safeguarding Lead	Panel	Small group of Academy Councillors
DSO	Designated Safeguarding Officer	PP&I	Projects, Premises and IT (Sub Committee)
EDI	Equality, Diversity and Inclusion	RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
ESFA	Education and Skills Funding Agency	SEF	Self Evaluation Framework
FEG	Finance Executive Group	SENCO	Special Educational Needs Coordinator
FRA	Fire Risk Assessment	SEND	Special Educational Needs and Disability
H&S	Health & Safety	T&CS	Terms & Conditions
Headcount	Number of staff on payroll	Terms of Reference	Documents which set out roles and responsibilities delegated out by the Board
HMRC	HM Revenue & Customs		

