# Decision Making Framework – Roles and Responsibilities

## within Ark Schools under the Ark group

**PURPOSE**

The purpose of this document is to clarify where responsibility and accountability sit for key functional areas across five sets of stakeholders – Ark Schools Board, the executive within the Ark Schools central team, Regional Director / Regional Executive Principals & Regional Finance Directors, Principals, and the Local Governing Bodies/School Performance Review Boards.

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|---|---|---|---|
| Applies from: | October 2026 | Author: | Interim Head of Schools Governance |
| Date of next review: | September 2027 | Owner: | Chief Executive Officer |
| Type of policy: | ☒ Network-wide<br>☐ Tailored by school | Approval: | Ark Schools Board |
| School: | N/A | Key Contact Name: | Governance team |
| Key Contact Email: | governance.team@arkonline.org | Key Contact Phone: | 0203 116 6333 |

# 1. Introduction and governance model summary

The Ark Schools Decision Making Framework outlines where responsibility and accountability sit for the key functional areas within Ark Schools between the 'tiers' of governance:

- **Ark Schools Board:** All Ark academies are part of a charitable company, Ark Schools, which is regulated by the Department for Education (DfE). As a multi-academy trust (MAT), all schools are held within one legal entity. Ark Schools has a Master Funding Agreement with the DfE and a Supplemental Funding Agreement for each individual school. The Ark Schools board is therefore the legal governing body for *every* school. The board set the vision, mission and strategy for Ark Schools in line with the Ark group and holds and fulfils all statutory responsibilities by approving and monitoring the implementation and impact of network-wide educational and financial plans including the Operating Plan and budget. The board holds legal liability for areas that would normally be the responsibility of a school governing body, such as the Single Central Register and policies, with support from the central team.
- **Ark Executive:** The Ark Executive, through the Ark Schools central team, provides support to the schools. The executive leadership and staff are responsible for working with schools to deliver educational and operational outcomes. The board discharges the provision of all training/ support systems for schools to the executive team. Decisions of the Ark Executive may be made by Management Team or individuals within the Management Team.
- **Regional Directors (RDs) and Regional Executive Principals (REPs):** The board discharges management of the schools, strategic planning and line management of Principals and Executive Principals through the Chief Executive Officer, Managing Director and Director of Education to Regional Directors and Regional Executive Principals. The RDs and REPs are also there to develop and maintain strong relationships with the Chairs of Governors and clerks to the governing bodies.
- **Regional Finance Directors (RFDs):** Responsible for strategic financial management of all schools in a region including implementation of financial processes, financial planning, reporting, and line management of regional finance staff.
- **Principals:** Responsible for delivering all educational and operational outcomes in their individual school.
- **Local Governing Bodies (LGBs)/School Performance Review Boards (SPRB):** LGBs/SPRBs provide strategic input into individual school plans, monitor alignment of school processes and reporting with overall strategy and policies, and embed the school's ethos and values. They are responsible for localised challenge and support but with no legal liability. They also lead on local stakeholder engagement (staff, parents, community). In the Pontefract region, the local governance group is known as a SPRB. Any difference in responsibilities is highlighted.

**Note:** This document does not lay out every legal responsibility of a MAT or every activity in the remit of individual stakeholders; rather it is concerned with the core activities that are carried out within each area of operational delivery and how they are coordinated between the various decision makers.

This document does not dictate when responsibilities may be further delegated within sets of stakeholders – for example by a Principal to other staff within the school, or the Ark Schools Chief Executive to other staff within the central team. Some regions operate with an Executive Principal/Head of School model; where this is the case, a separate document will set out how Principal responsibilities are discharged.

There will be circumstances where roles and responsibilities may change – for example in crisis situations. This will be set out as necessary.

# 2. High-level division of responsibilities

*This table sets out roles, responsibilities and decision-making authority in areas where it is important to define the role of different leaders across the network. It does not prescribe every activity in the remit of individual leaders.*

*Areas where the Pontefract schools currently operate differently are highlighted but where not specified, the standard approach applies.*

*Where a school is led by an Executive Principal alongside a Head of School/Principal, a separate document will set out how the Principal responsibilities are distributed and discharged.*

*Policies listed are indicative - a full list of policies is available on the Policies Library on the Ark Library.*

| Functional area | Board | Ark Schools Executive | Regional Directors / Regional Executive Principals | School Principal | LGB/SPRB |
|---|---|---|---|---|---|
| **Teaching & learning** | • Approve the strategic vision for education<br>• Accountable for the overall quality and impact of teaching | • Responsible for the overall quality and impact of teaching across the network<br>• Responsible for maintaining a view of the quality of teaching in all schools through effective Teacher Evaluation<br>• Development and implementation of the Great Teacher Rubric<br>• Delivery of network Professional Development | • Support school Principals in setting the strategic vision and model for teaching, arranging Continuing Professional Development (CPD)/ coaching, and reporting on teacher performance<br>• Evaluate and review the quality of teaching, assessment, and student attainment within schools, using the Great Teacher Rubric | • Set and deliver the vision and model for developing teaching and approach to improving teacher quality<br>• Arrange CPD and/or coaching for staff<br>• Implement network wide approaches to Teacher Evaluation through the Great Teacher Rubric | • Monitor school approach to securing the quality and impact of teaching |

| Functional area | Board | Ark Schools Executive | Regional Directors / Regional Executive Principals | School Principal | LGB/SPRB |
|---|---|---|---|---|---|
| **Curriculum & assessment** | • Approve network pupil performance targets<br>• Accountable for all curriculum and assessment practices meeting requirements laid out in statutory guidance<br>• Accountable for provision of careers and destinations advice, ensuring it meets requirements laid out in statutory guidance. | • Responsible for network targets, approve school and regional targets<br>• Responsible for all curriculum and assessment practices, meeting requirements laid out in statutory guidance<br>• Determine the Ark minimum curriculum expectations and cross-phase progression model<br>• Determine the network assessment cycle<br>• Responsible for setting out network entitlement for careers and destinations advice beyond statutory minimums | • Accountable for regional targets<br>• Review and propose school targets to executive in line with the network target setting model<br>• Undertake Achievement Reviews in line with the review cycle<br>• Provide guidance to schools on approaches to assessment, curriculum, and inclusion<br>• Approve school curriculum and assessment models<br>• Approve school approach to careers and destinations advice | • Accountable for meeting school targets<br>• Agree school targets with RD/REP<br>• Ensure that school targets relate to individual pupil targets<br>• Implement the network assessment cycle<br>• Develop school approaches to assessment, curriculum, and inclusion<br>• Contribute to the ongoing development and resourcing of the Ark minimum curriculum expectations<br>• Implement Reading strategy<br>• Accountable for provision of careers and destinations advice in line with network and statutory requirements. | • Review school approaches to assessment, curriculum, and inclusion in line with Ark Schools expectations<br>• Consulted on school targets (Chair)<br>• Review progress towards school targets<br>• Review school approach to careers and destinations advice |

| Functional area | Board | Ark Schools Executive | Regional Directors / Regional Executive Principals | School Principal | LGB/SPRB |
|---|---|---|---|---|---|
| **Culture, ethos & wellbeing** | • Approve Exclusions and Safeguarding policies<br>• Accountable for exclusions, pastoral and safeguarding arrangements meeting national requirements laid out in statutory guidance<br>• Review outcomes of annual pupil voice surveys<br>• Determine EDI approach and ensure integrated into wider plans and strategy<br>• Approve Complaints policies (RAC) | • Set network Exclusions and Safeguarding policies<br>• Responsible for ensuring network practices around Exclusions, pastoral and safeguarding arrangements meet national requirements<br>• Arrange Exclusions training and independent review panels (IRPs)<br>• Undertake annual safeguarding audits and report to the Board<br>• Undertake annual SEND audits<br>• Respond to issues flagged by DBS<br>• Respond to any complaints against Principal and support school in event of complaints against staff<br>• Undertake annual pupil voice survey to capture network wide trends<br>• Develop proposals for approach to EDI | • Provide guidance to schools on a positive approach to culture, ethos, personal development, and wellbeing<br>• Provide guidance to Principals to ensure effective pastoral arrangements and adherence to safeguarding and child protection policies<br>• Sign off Permanent Exclusions and review suspension data<br>• Review attendance data<br>• Review school mobility trends<br>• Be aware of pupil voice across the schools<br>• Review safeguarding audits<br>• Pontefract region: ensure regional behaviour policy, including exclusions, is in line with network policy.<br>• Pontefract Region: Executive Principal signs off Permanent Exclusions. | • Set school approaches to culture, ethos, personal development and wellbeing including the behaviour model and routines, attendance, and inclusion practices within network guidance<br>• Ensure compliance with network/regional policies and guidance on statutory responsibilities<br>• Implement effective school attendance, inclusion, and safeguarding procedures including training and DBS processes within network/regional policies<br>• Set internal exclusions procedures and ensure exclusion administration fulfils all relevant requirements for these, suspensions, and permanent exclusions<br>• Respond to safeguarding and other complaints against staff<br>• Engage with SEND audit process<br>• Oversee referral of at-risk children to Local Authority and other agencies<br>• Regularly seek feedback from pupils on their experience in school (beyond network survey) | • Review school approach to culture, ethos and wellbeing including behaviour model and routines, attendance, and inclusion<br>• Review Exclusion decisions through governor panels and engage in IRP process if required<br>• Informed of safeguarding complaints, referrals, and training within school<br>• Participate in safeguarding audit (safeguarding link)<br>• Participate in SEND audits (SEND link)<br>• Participate in pupil voice activities and review feedback on pupils' experience in school. |

| Functional area | Board | Ark Schools Executive | Regional Directors / Regional Executive Principals | School Principal | LGB/SPRB |
|---|---|---|---|---|---|
| **Our people** | • Appoint/dismiss CEO/Accounting Officer and set terms and conditions<br>• Appoint/dismiss CFO<br>• Approve all relevant People policies<br>• Accountable for meeting statutory reporting requirements<br>• Review outcomes of annual network staff survey | • Conduct the schools Pay Award and Pay Scales process annually in consultation with unions and seeking approval from the Remuneration Committee of the Board<br>• Provide employee relations, KCSIE (Keeping Children Safe in Education) checks and SCR (Single Central Record) reporting, payroll, pensions and recruitment training and guidance to schools<br>• Liaise with unions at national level, manage the National Joint Council (NJC)<br>• Oversee all HR monitoring and reporting<br>• Responsible for developing all organisational People policies<br>• Responsible for meeting statutory reporting requirements<br>• Review and approve proposed changes to network-wide systems and processes (e.g., Vacancy Request process)<br>• Responsible for managing levels of TUPE risk identified during due diligence for new schools<br>• Decide on tribunal and settlement strategies<br>• Approve any school reorganisations<br>• Undertake annual network wide staff survey to identify and understand trends | • Develop People plans for schools in their region to ensure staffing structures, skill sets, and future workforce plans are in place and within budget, and that risks identified in HR monitoring and reports are acted upon<br>• Oversee Principal and Executive Principal appointments<br>• Responsible for Principal induction. Pontefract region: Executive Principal responsibility.<br>• Line manage Principals in line with performance targets; support with coaching & mentoring. Pontefract region: Executive Principal responsibility.<br>• Sign off all new recruitment (replacement and new roles) for positions where base salary is less than £75k (primary) or less than £100k (secondary and all-throughs)<br>• Review regional talent and growth opportunities<br>• Provide strategic guidance to Principals to support staff line management according to performance targets. Pontefract region – Executive Principal responsibility.<br>• Ensure effective use of resources across the region to the benefit of all schools<br>• Engage in Disciplinary and Grievance panels and appeals | • Establish a culture and level of organisation which actively contributes to staff wellbeing<br>• Engage with JCC (Joint Consultation Council – local unions)<br>• Recruit for and induct to school roles in line with overall Ark Schools approach to attraction and recruitment<br>• Implement Ark Schools approach to performance appraisal, probation, leadership development, pay and benefits, disciplinary and grievance<br>• Approve all new recruitment (replacement and new roles) for positions where base salary is less than £50k (primary) or less than £75k (secondary and all-through) and within agreed budget model staffing structure<br>• Ensure effective onboarding and offboarding and that SCR (Single Central Record) procedures are being followed<br>• Determine the school staffing structure in line with budget requirements<br>• Ensure MIS is up to date with all relevant staff information | • Monitor compliance with SCR process as part of safeguarding audit (safeguarding link governor)<br>• Consulted on Principal appointment and appraisal (Chair)<br>• Informed of outcomes from consultations and restructure proposals<br>• Review updates on recruitment and retention data |

| Functional area | Board | Ark Schools Executive | Regional Directors / Regional Executive Principals | School Principal | LGB/SPRB |
|---|---|---|---|---|---|
| **Parents & community** | • Accountable for meeting statutory admissions and publication requirements<br>• Review outcomes of network parent surveys<br>• Set trust admissions policy | • Responsible for meeting statutory admissions and publication requirements including approval of individual school admission policies within trust policy<br>• Approve any proposal to decline to admit a pupil (in line with admissions code)<br>• Oversee admissions arrangements including policies and appeals<br>• Oversee compliance with website publication requirements<br>• Provide advice/guidance on media communications, ensuring consistency<br>• Manage crisis communications<br>• Set school brand guidelines and website design<br>• Undertake annual network wide parent survey to identify and understand trends<br>• Provide guidance and examples of best practice on communication with parents | • Manage external relationships with local authorities and DfE Regional Directors<br>• Support school engagement with parents and the wider community | • Manage school admissions appeals in line with Ark Schools guidance<br>• Maintain effective, proactive engagement and regular communication with parents and the wider community<br>• Maintain school website in line with compliance requirements and Ark Schools guidelines<br>• Plan and deliver open days, offer and acceptance process and parental engagement<br>• Manage local media, community, and Local Authority relations | • Support engagement with parents, community, and Local Authority<br>• Consulted on changes to admissions policy |

| Functional area | Board | Ark Schools Executive | Regional Directors / Regional Executive Principals | School Principal | LGB/SPRB |
|---|---|---|---|---|---|
| **Finance & Procurement**<br>The Pontefract Region operates under a GAG pooling arrangement and, as such, budget responsibility may differ. | • Approve all relevant Finance policies<br>• Approve the appointment of the external auditor<br>• Approve the appointment of the internal auditors (RAC)<br>• Approve the internal audit plan (RAC)<br>• Accountable for meeting statutory requirements around reporting, budget submissions and financial controls<br>• Approve remuneration for the Executive Team<br>• Remuneration Committee to approve annual pay award, Principal remuneration and central staff salaries over £100k.<br>• RAC to approve all funding from endowments<br>• Approve procurement strategy and policy | • Set all Finance policies including policies and best practice around financial control<br>• Propose the Ark Schools Financial Scheme of Delegation to RAC<br>• Set school and central finance targets and budgets including setting holdback charge<br>• Approve funding from endowments and reserves<br>• Prepare network budgets, forecasts, reports, statements & tax returns<br>• Manage internal and external audits<br>• Accountable for meeting statutory requirements around reporting and budget submissions to Companies House and DfE<br>• Decide procurement strategy, including mandating contracts and frameworks for tenders. | • RFDs oversee all regional accounting and finance teams<br>• RFDs oversee all regional accounting and finance procedures, including Scheme of Delegation<br>• RDs sign off school budgets and staffing structures<br>• RFDs sign off on year-end packs for all schools<br>• RD reviews Principals' pay recommendations for staff<br>• RD sign off on expenditure for "at risk" finance schools<br>• RD set regional school improvement budget and agree with Principal's school funding arrangements | • Develop and propose school revenue and capital budget and 3-year plan<br>• Deliver financial targets<br>• Ensure compliance with the financial Scheme of Delegation<br>• Determine school staffing structure<br>• Engage in internal audit activities at school level<br>• Deliver finance administration and internal control arrangements in line with Ark Schools approach<br>• Identify and engage in activities to generate additional income, including actively engaging in letting opportunities | **LGBS only**<br>• Informed of finance policies and budget targets (Chair & Finance Link)<br>• Informed of use of school reserves for school or network use (Chair)<br>• Review draft budget and 3-year plan<br>• Review management accounts (Finance Link)<br>• Review capital plans and proposed funding<br>• Informed of procurement activity<br>• Review internal audit outcomes<br>• Support activities to generate additional income |

| Functional area | Board | Ark Schools Executive | Regional Directors / Regional Executive Principals | School Principal | LGB/SPRB |
|---|---|---|---|---|---|
| **IT** | • Approve IT and data framework including cyber security<br>• Approve IT policies<br>• Approve network IT outsourcing strategy | • Set network IT policies<br>• Set the network's IT and digital strategy<br>• Lead on engagement with IT contractors/ service providers at school level<br>• Set schools IT and Acceptable Use policy<br>• Lead on contract management for overall IT service<br>• Set standardised solutions<br>• Lead on IT procurement<br>• Monitor the impact of the Chromebook device strategy | • Authorise regional IT Programme Delivery<br>• Support positive engagement with the IT Service so that schools and IT service work effectively and plan appropriately | • Set school IT and digital strategy (in line with network scope)<br>• Implement the Acceptable Use policy amongst pupils and staff<br>• Approve IT Project budgets<br>• Engage and approve decisions for IT Projects<br>• Ensure that procurement is in line with the IT Catalogue<br>• Inform filtering policy of what can and cannot be whitelisted in school<br>• Ensure pupil devices are provided in line with the Chromebook device strategy | **LGB only:**<br>• Informed of IT and digital strategy including capital investments |
| **Estates** | • Accountable for meeting statutory requirements around health and safety (H&S)<br>• Approve all relevant H&S policies<br>• Approve Trust Estates strategy<br>• Approve network's capital strategy and SCA allocation<br>• Approve network 'green' strategy | • Responsible for meeting statutory requirements around H&S<br>• Set network H&S policy<br>• Arrange H&S and fire risk audits<br>• Oversee all aspects of initial capital build including procurement, legal and project management<br>• Support schools in arranging contracts e.g., school catering, M&E, energy<br>• Set network's capital strategy and SCA allocation<br>• Set network 'green' strategy | • Review the school's routine compliance audits and the implementation of action plans (Pontefract region: Regional Estates Director responsibility)<br>• Input into long term strategic site/ capital priorities<br>• RFDs to work with Estates to realise regional procurement opportunities<br>• Approve capital expenditure plans to Executive | • Ensure compliance with school H&S policies and procedures<br>• Maintain up to date asset register<br>• Ensure that appropriate risk assessments are in place<br>• Engage in H&S and fire risk audits<br>• Ensure compliance with procurement and building maintenance regulations at school level<br>• Engage in capital build projects as required<br>• Determine and deliver ongoing maintenance and capital works strategy<br>• Set school 'green' strategy | **LGB only:**<br>• Informed of H&S arrangements<br>• Informed of H&S incidents at school, where appropriate<br>• Review audit (including fire safety) outcomes<br>• Informed of capital build project updates |

| Functional area | Board | Ark Schools Executive | Regional Directors / Regional Executive Principals | School Principal | LGB/SPRB |
|---|---|---|---|---|---|
| ***Growth and Consolidation**<br>**Separate Pre-Opening DMF available as needed* | • Approve the strategy for growth<br>• Sign off three stage approvals for new schools<br>• Accountable for signing new school legal documentation | • Responsibility for network growth<br>• Accountable for pre-opening financial approvals<br>• Approve pre-opening legal documentation<br>• Approve transition and new school plans as part of Project Board or as recommended by Director of Growth depending on scale of transition | • Support with the development of regional pipeline<br>• Provide educational and leadership strategy for transition and new schools<br>• Approve transition and new school plans as part of Project Board<br>• Provide coaching for incoming Principal. Pontefract region: Executive Principal responsibility | • Informed of development of pipeline in school's region (and network) | • Informed of development of pipeline in school's region (and network) |
| **Monitoring & Reporting** | • Review network wide improvement plans and network data dashboards | • Set network improvement planning templates<br>• Generate network data dashboards which show school performance<br>• Set standards for schools in terms of their use of data to support decision making<br>• Maintain systems map and support schools in designing their approach to data<br>• Publish guidance and training materials on how to use data systems<br>• Support third party data integrations and procure data tools for use across the network<br>• Monitor quality of data through annual audit and share findings with RDs/REPs and Principals for action<br>• Conduct a network monitoring cycle and share feedback with board and central teams | • Sign off school Self Evaluation Forms (SEF) and Academy Improvement Plans (AIP)<br>• Support and respond to central monitoring visits and lead regional peer reviews<br>• Support Principals preparing for Ofsted inspections & monitoring visits<br>• Ensure LGB/SPRBs are prepared for involvement in Ofsted inspections<br>• Represent the Board in Ofsted inspection governance meetings<br>• Provide an annual overview to LGBs on school performance | • Develop SEF and AIP<br>• Provide regular analysis of school performance data to the RD/REP and LGB via Principal's report<br>• Ensure that any issues with data collection (as highlighted through annual audit) are actioned | • Review school performance data<br>• Informed of the outcomes of external monitoring<br>• Receive monitoring visit reports when published (Chair) and placed on next LGB agenda<br>• Informed of any issues with data quality<br>• Undertake Ofsted training and attend inspection where possible (Chair and Safeguarding link) |

| Functional area | Board | Ark Schools Executive | Regional Directors / Regional Executive Principals | School Principal | LGB/SPRB |
|---|---|---|---|---|---|
| **Governance & Accountability** | • Approve Decision Making Framework, Terms of Reference, Risk Framework and Policy Framework<br>• Approve whistleblowing policy<br>• Accountable for meeting statutory requirements around data protection and security<br>• Accountable for meeting statutory requirements for governance arrangements<br>• Approve Code of Conduct for trustees and governors | • Develop Decision Making Framework, Terms of Reference, and Policy Framework<br>• Responsible for responding to whistleblowing disclosures<br>• Responsible for meeting statutory requirements around data protection and security<br>• Approve data protection policy<br>• Provide data protection guidelines and standards and oversee network approach to data protection controls<br>• Lead response in event of data breach<br>• Develop Risk Framework and register<br>• Responsible for meeting statutory requirements around governance arrangements<br>• Delegated responsibility from Board for appointment and removal of local governors<br>• Responsible for Business Continuity Plan<br>• Accountable for oversight of school Business Continuity Plans | • Review the school's routine compliance audits: website, data protection, safeguarding, SCR and pathways and enrichment<br>• Responsible for oversight and review of school risk registers<br>• Responsible for identifying regional risks arising from individual school risk registers and reporting on them to Ark Schools central<br>• Support Principals with preparation of school Business Continuity Plans | • Ensure required policies are in place and communicated to all staff according to overall Ark Schools approach<br>• Ensure the whistleblowing policy is available to all staff and refer any disclosures to the Ark Schools Executive in line with the policy<br>• Conduct routine annual audits (website, data protection, safeguarding, SCR and pathways and enrichment)<br>• Responsible for individual school risk register and provide timely information to Ark Schools central on status of risks and controls<br>• Ensure school meets and implements data protection requirements and standards at school level in line with the overall Ark Schools approach<br>• Develop school Business Continuity Plan | • Review changes to relevant school level policies, school risk register and individual audit reports<br>• Review school Business Continuity Plan<br>• LGB only: Informed of overall approach to Data Protection and security<br>• LGB only: Informed of data breaches and status of Subject Access Requests |

# Appendix A: Delegated Authority Levels by Position

| **Proposed** | **Schools** |
|---|---|
| A | Regional Directors (and Director of Primary Education) |
| C | Schools Principals / Regional Executive Principals (Primary) |
| C | Regional Finance Directors (RFD) |
| C | Schools Head of Departments |
| C | Vice Principals |
| | |
| | **Executive Office** |
| CEO | Chief Executive Officer |
| MD | Managing Director |
| | |
| | **Education** |
| A | Director of Education |
| B | Director of Curriculum, Assessment & Professional Development |
| B | Director of Standards & Performance |
| B | Director of Primary Education (Level A authority for Schools) |
| C | All Other Heads of Team |
| | |
| | **Operations (IT, Estates, HR)** |
| A | Director of Operations |
| B | Director of Digital and Technology |
| B | Head of Estates |
| C | Project Managers (IT, Estates) |
| C | Regional Facilities Manager |
| C | All Other Heads of Team |
| | |
| | **Finance and Resources** |
| A | Director of Finance and Procurement (DFP) |
| C | Financial Controller (FC) |
| C | Head of Procurement |
| | |
| | **Projects** |
| A | Regional Director North & Director of Growth |
| C | Head of Projects |
| C | Project Manager |
| | |

# Delegated Authority Limits (> greater than < less than)

| Delegated Duty | Delegated Authority per Appendix A | | Primary Schools | Secondary & All-Through Schools | Central |
|---|---|---|---|---|---|
| | **Central Team** | **Schools** | **£000** | **£000** | **£000** |
| **Requisitions for orders / Invoice approvals/ contract signing/ employee expenses** | Board/RAC | Board/RAC | >1,000 | >1,000 | >1,000 |
| | CEO | CEO | <1,000 | <1,000 | <1,000 |
| | CEO/MD and DFP | CEO/MD and DFP | <500 | <500 | <500 |
| | Level A – Directors | Level A – Regional Directors and Director of Primary | <250 | <250 | <250 |
| | Level B – Members of Management Team and Designated Heads of Team | Level C – Regional Executive Principals (Primary) [1] | <50 | n/a | n/a |
| | | Level C – Principals | <25 | <50 | <50 |
| | Level C – Designated Team members | Level C - RFDs and Designated Head of Departments | <10 | <10 | <10 |
| **Recruit new members of staff (all central to be submitted to HR who will arrange for review)** | Board/RAC | Board/RAC | >250 | >250 | >250 |
| | CEO | CEO | <250 | <250 | <250 |
| | MD | MD | <120 | <120 | <120 |
| | Level A – Directors | Level A – Regional Directors and Director of Primary | <75 | <100 | <100 |
| | Level B – Members of Management Team and Designated Head of Teams | Level C – Regional Executive Principals (Primary) [1] | <75 | n/a | n/a |
| | | Level C – Principals | <50 | <75 | <75 |
| | Level C – Designated Team members | Level C – RFDs and Designated Head of Departments | <10 | <10 | <50 |

[1] Regional Executive Principals (Primary) applies to London, Hastings and Portsmouth only)

| Delegated Duty | Delegated Authority per Appendix A | | Primary Schools | Secondary & All-Through Schools | Central |
|---|---|---|---|---|---|
| | **Central Team** | **Schools** | **£000** | **£000** | **£000** |
| | | | | | |
| **Approve new Grant Agreements** | CEO | CEO | >1,000 | >1000 | >1000 |
| | MD/DFP | MD/DFP | <250 | <250 | <250 |
| | Level A – Directors | Level A – Regional Directors and Management Team Members | <100 | <100 | <100 |
| | Level B – Members of Management Team and Designated Head of Teams | Level B – Principals | <25 | <50 | <25 |
| | **All DfE Annex C and Annex G returns or equivalent must be reviewed by the Financial Controller and approved by the Director of Finance and Procurement** | | | | |
| | | | | | |
| **BACs Runs & Bank Account Cheques** | Board/RAC | Board/RAC | >1,000 | >1,000 | >1,000 |
| | CEO or MD or DFP plus FC | MD or DFP plus RFDs | <1,000 | <1,000 | <1,000 |
| | CEO or MD or DFP plus FC | CEO or MD or DFP plus any one approved signatory Regional Directors/RFDs/Regional Executive Principal (Primary[2])/Principals | <500 | <500 | <500 |
| | CEO or MD or DFP plus one approved signatory from Central Finance Team | CEO or MD or DFP plus any one approved signatory Regional Directors/RFDs/Regional Executive Principal (Primary)[2]/Principals | <250 | <250 | <250 |
| ***BACs with Individual invoice > £50k*** | DFP or FC plus one signatory from Central Finance Team | DFP or FC plus any one approved signatory Regional Directors/RFDs/Regional Executive Principal (Primary)[2]/Principals | <100 | <100 | <100 |
| ***BACs with Individual invoice < £50k*** | Any two approved signatories Central Finance Team | Any two approved signatories (Regional Directors/RFDs/Regional Executive Principal (Primary)[2]/Principals/Finance Managers/Operations Managers/ Central Finance) | <100 | <100 | <100 |
| | | | | | |
| **Suppliers Direct Debits** | Any two approved signatories (CEO/MD/DFP/FC) | Any two approved signatories (CEO/MD/DFP/Head of Finance Systems and Accounting/ FC) | >1,000 | >1,000 | >1,000 |

[2] Regional Executive Principals (Primary) applies to London, Hastings and Portsmouth only)

| Delegated Duty | Delegated Authority per Appendix A | | Primary Schools | Secondary & All-Through Schools | Central |
|---|---|---|---|---|---|
| | **Central Team** | **Schools** | **£000** | **£000** | **£000** |
| | | | | | |
| **Monthly Credit Cards** | Central Teams | Schools | <5 | <10 | <10 |
| | | | | | |
| **Disposal of assets** (value based on netbook value) | Board/RAC | Board/RAC | >30 | >30 | >30 |
| | CEO or MD or DFP | CEO or MD or DFP | <30 | <30 | <30 |
| | Director of Digital & Technology, Head of Estates or DFP | Director of Digital & Technology, Head of Estates or DFP | <10 | <10 | <10 |
| | | | | | |
| **Bad Debts Write-off** | Board/RAC | Board/RAC | >45 | >45 | >45 |
| | CEO or MD or DFP | CEO or MD or DFP | <45 | <45 | <45 |
| | FC | RFD or Schools Principals | <5 | <5 | <5 |

Contingency spends can only be authorised by Level A or higher.

Departments are as per the budget. Directors cannot veer between departments but can between codes in one budget area. For Directors or Schools Principals to authorise expenditure, it must:

- be within their delegated level of authority
- be within their agreed budget
- follow the procurement policy
- follow the business case process where applicable

Where Directors or School Principals choose to delegate spending to other members of their teams, the Director or School Principal retains ultimate accountability for the spend in that area.

For schools in Pontefract, there will be additional budget management controls in place as indicated by the RFD and managed as part of GAG pooling and associated budget allocation.

The DFP has authority up to CEO level in CEO absence.

N.B. All contracts lie within Procurement and responsibility of the Centre.