



TAPESTRY LEARNING PARTNERSHIP

Scheme of Delegation

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| Author: | Head of Governance |
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| Version | Date | Author | Summary of changes |
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Table of Contents

| | Page |
|--|------|
| Tapestry context, vision and values | 5 |
| Governance structure | 5 |
| Chair's action between meetings of the Board of Trustees | 6 |
| Scheme of Delegation framework | 6 |
| Roles and responsibilities | 6 |
| Appendix A – governance structure diagram | 7 |
| Appendix B – Abbreviations | 8 |

| | | |
|-----------|--|----------------|
| 1. | GOVERNANCE | 9 - 12 |
| 1.1 | Terms of reference | |
| 1.2 | Scheme of delegation | |
| 1.3 | Board's reserved matters | |
| 1.4 | Appointment of Board committees | |
| 1.5 | Appointment and removal of co-opted Trustees | |
| 1.6 | Election and removal of Chair and Vice Chair of the Board | |
| 1.7 | Appointment and removal of Chairs of local governing bodies (LGB) | |
| 1.8 | Change to delegated power/membership of LGB | |
| 1.9 | Appointment and removal of Company Secretary | |
| 1.10 | Appointment and removal of Governance Professional | |
| 1.11 | Appointment and removal of Clerks to LGB | |
| 1.12 | Publishing governance information on Trust website | |
| 1.13 | Director indemnity insurance cover | |
| 1.14 | Acquisition of legal entities | |
| 1.15 | Vision and values of Tapestry | |
| 1.16 | Vision and values of schools/academies | |
| 1.17 | Tapestry strategic objectives | |
| 1.18 | School/academy strategic objectives | |
| 1.19 | School applications to join Tapestry | |
| 1.20 | Formal partnerships | |
| 1.21 | Approve statutory Tapestry – wide policies | |
| 1.22 | Approve non-statutory Tapestry-wide policies | |
| 1.23 | Approve statutory and non-statutory school/academy policies | |
| 1.24 | School/academy term dates, school/academy day, age ranges, extended school/academy provision | |
| 1.25 | Admissions | |
| 1.26 | Free school meals | |
| 2. | BUDGETS, FINANCE AND RISK | 13 - 21 |
| 2.1 | Annual accounts/reports/returns to funding and regulatory bodies | |
| 2.2 | Other accounting returns | |
| 2.3 | Register of business interests | |
| 2.4 | PAYE returns | |
| 2.5 | VAT returns | |
| 2.6 | Accounting Officer | |
| 2.7 | Long term financial objectives for Tapestry | |
| 2.8 | Annual budget for Tapestry/Schools/Academies | |
| 2.9 | Approval of financial model | |

| | | |
|------|--|---------|
| 2.10 | Changes to approved budgets | |
| 2.11 | Expenditure not provided for in budgets | |
| 2.12 | Approval of changes in priority | |
| 2.13 | Financial controls | |
| 2.14 | Risk management and risk registers | |
| 2.15 | Tapestry financial regulations | |
| 2.16 | External auditors | |
| 2.17 | Internal auditors | |
| 2.18 | External/internal audit recommendations | |
| 2.19 | Procurement policy | |
| 2.20 | Related party contracts | |
| 2.21 | Placing orders for goods and services | |
| 2.22 | Entering into contracts | |
| 2.23 | Authority to accept other than lowest quote | |
| 2.24 | Tendering process | |
| 2.25 | Mandatory core services | |
| 2.26 | Central Tapestry services | |
| 2.27 | Essential services to be procured by each school/academy | |
| 2.28 | Making of gifts | |
| 2.29 | Approval to borrow money | |
| 2.30 | Cashflow management, treasury and investment | |
| 2.31 | Open a bank account and approve signatories | |
| 2.32 | Applications for business charge card accounts | |
| 2.33 | Payroll management | |
| 2.34 | Payroll administration | |
| 2.35 | Purchasing | |
| 2.36 | Income | |
| 2.37 | Authorisation of expense claims | |
| 2.38 | Control account reconciliation | |
| 2.39 | Write off of bad debts | |
| 2.40 | Management of capital projects | |
| 2.41 | Acquiring a freehold on land and buildings | |
| 2.42 | Disposal of a freehold on land and buildings | |
| 2.43 | Review and maintain a capital plan | |
| 2.44 | Disposal of heritage assets | |
| 2.45 | Disposal of assets (not land, buildings or heritage) | |
| 2.46 | Acquisition of assets | |
| 2.47 | Asset register | |
| 2.48 | Approve insurance arrangements | |
| 2.49 | Finance lease | |
| 2.50 | Leasehold on land and buildings | |
| 2.51 | Other leases | |
| 2.52 | Granting a lease on land and buildings | |
| 2.53 | Staff severance and compensation | |
| 2.54 | Ex gratia payments | |
| 3. | PEOPLE & CULTURE | 22 - 26 |
| 3.1 | People, Culture and Wellbeing strategy | |
| 3.2 | Tapestry senior management structure | |
| 3.3 | School/academy senior management structure | |
| 3.4 | Annual staffing plan for schools/academies | |

| | | |
|------|--|---------|
| 3.5 | Job description sign off | |
| 3.6 | Job evaluation policy and procedures | |
| 3.7 | Employment terms and conditions | |
| 3.8 | Appointment of staff | |
| 3.9 | Recruitment processes | |
| 3.10 | Signing of offer of employment letters | |
| 3.11 | Requests for early retirement or secondment | |
| 3.12 | Requests for flexible working or leave of absence | |
| 3.13 | Pay policy | |
| 3.14 | Determination of pay ranges | |
| 3.15 | Appointment outside of range in salary structure | |
| 3.16 | Allocation of TLR values | |
| 3.17 | Value of other discretionary allowances | |
| 3.18 | Pension matters | |
| 3.19 | Pension discretions | |
| 3.20 | Tapestry-wide P&C policies and procedures | |
| 3.21 | Performance management | |
| 3.22 | Formal staff restructure plans | |
| 3.23 | Severance/settlement or redundancy agreements | |
| 3.24 | Warnings/disciplinary measures (except dismissal) | |
| 3.25 | Suspension and dismissal | |
| 3.26 | Appeals | |
| 3.27 | Legal disputes, employee complaints and grievances | |
| 3.28 | Cost of living pay awards | |
| 3.29 | Executive pay decisions | |
| 4. | STANDARDS, CURRICULUM AND TARGET SETTING | 27 - 29 |
| 4.1 | Quality of teaching | |
| 4.2 | Children and young peoples' achievement, progress and attendance | |
| 4.3 | School/academy improvement plans | |
| 4.4 | Premia funding | |
| 4.5 | Curriculum planning, implementation and review | |
| 4.6 | Post Ofsted action plan | |
| 4.7 | Behaviour policy | |
| 4.8 | Exclusions | |
| 4.9 | Directing a child or young person to alternative provision | |
| 5. | SAFEGUARDING | 30 - 33 |
| 5.1 | Safeguarding/Child Protection policy | |
| 5.2 | Safeguarding procedures | |
| 5.3 | School/academy safeguarding audits | |
| 5.4 | LA governor's safeguarding report | |
| 5.5 | Safeguarding/SEND Trustee | |
| 5.6 | Safeguarding Governors | |
| 5.7 | Single Central Record | |
| 5.8 | Designated safeguarding leads | |
| 5.9 | Training | |
| 5.10 | Safer recruitment training | |
| 5.11 | Looked After Children | |
| 5.12 | Off-site visits | |
| 5.13 | DBS returns | |
| 5.14 | Attendance and roll movement | |

| | | |
|--|--|----------------|
| 6. | SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) | 34 |
| 6.1 | Performance of SEND children & young people | |
| 6.2 | SEND policy | |
| 6.3 | Disability Discrimination Act (DDA) requirements | |
| 6.4 | SENCO | |
| 6.5 | Local authority liaison | |
| 6.6 | Provision for SEND children & young people | |
| 7. | COMPLAINTS | 35 |
| 7.1 | Complaints procedure | |
| 7.2 | Dealing with complaints | |
| 8. | HEALTH, SAFETY AND ESTATES | 36 - 38 |
| 8.1 | Health & Safety policy | |
| 8.2 | Health & Safety training | |
| 8.3 | Emergency planning and business continuity | |
| 8.4 | Accident reporting (including RIDDOR) | |
| 8.5 | Statutory compliance testing | |
| 8.6 | Risk assessments | |
| 8.7 | Designated health and safety member of Staff | |
| 8.8 | Maintenance of Tapestry estate | |
| 8.9 | Safety of sites | |
| 9. | INFORMATION MANAGEMENT, COMMUNICATION AND MARKETING | 29 - 40 |
| 9.1 | Data Protection policy | |
| 9.2 | Websites | |
| 9.3 | Communication with children/young people/parents/carers/ staff/wider community | |
| 9.4 | Tapestry branding | |
| 9.5 | Marketing materials | |
| Appendix 3 – Chair’s emergency power to act | | 41 - 42 |

TAPESTRY VISION AND VALUES

Our vision is for every child and young person to succeed and flourish through an exceptional educational experience. Underpinning our vision we have an intolerance to things that aren't right.

Our values are defined as care, courage, integrity, aspiration and humility.

This Scheme of Delegation underpins our vision and values.

GOVERNANCE STRUCTURE

Tapestry's governance structure is shown in **Appendix A**.

- **Members** are the guardians of the governance of Tapestry Learning Partnership (Tapestry) and must ensure it carries out its charitable objective. To do this they need an overview of governance arrangements, but responsibility for conducting the business of Tapestry remains firmly with the Trustees. Members should therefore be 'eyes on, hands off'.
- The **Tapestry Board** has ultimate legal accountability for Tapestry and is responsible for Tapestry policy and strategic decision-making. The Trustees oversee the management and administration of Tapestry and its schools/academies and delegates authority and responsibility to others, including executive officers and school/academy leadership teams, to undertake the day to day management of Tapestry and its schools/academies. Key matters reserved to the Board include setting the strategic direction, vision and values of Tapestry and approval of the Tapestry strategic plan, policies and educational targets. The Trustees act as both charity trustees and the directors of the company (the multi academy trust).

The Board is supported in its work by its committees for:

- Achievement & Standards;
- Audit & Risk;
- Finance; and
- People & Culture.

Tapestry **Articles of Association** set out the charitable objects of Tapestry along with its governance composition and overarching procedures. They can be viewed on the [Tapestry website](#).

- The senior executive team (Chief Strategy Group (CSG)) comprises the **Chief Executive Officer (CEO)**, the **Chief Operations Officer (COO)**, the **Chief Financial Officer (CFO)** and the **Chief Education Officer (CedO)**. The Trustees delegate the day to day management of Tapestry to the CEO, who is also the Accounting Officer (AO). The CEO is responsible for the leadership and management of the operational running of Tapestry and for supporting Tapestry schools/academies.
- The **Principals and Headteachers** of Tapestry schools/academies are responsible for the day to day management of Tapestry schools/academies.
- The **Local Governing Body (LGB)** of each school/academy is accountable to the Tapestry Board for ensuring that the school/academy leadership team fulfils its responsibility for educational outcomes for their children & young people, safeguarding, and community engagement. They provide the governance role of challenge and support at school/academy level. The LGB Terms of Reference sets out the constitution, the process for appointment/removal of governors and how the LGB will operate.

CHAIR'S ACTION BETWEEN MEETINGS OF THE BOARD OF TRUSTEES

Appendix C sets out the circumstances in which the Board delegates to its Chair the power to act on its behalf.

SCHEME OF DELEGATION FRAMEWORK

The Board has overall responsibility for governance of Tapestry and all its schools/academies. The Board delegates many of its governance functions to other layers of governance, including to the Board committees, CEO, CSG, LGBs and Headteachers/Principals. This **Scheme of Delegation** defines these responsibilities and accountabilities.

This Scheme of Delegation is in line with the following documents:

- Tapestry's Articles of Association, which set out, set out the charitable objects of Tapestry along with its governance composition and overarching procedures.
- Tapestry's Funding Agreements that set out the conditions upon which Tapestry receives its funding.
- The Academy Trust Handbook and Academy Trust Governance Guide which are issued by the Department for Education (DfE) and sets out the financial framework and governance requirements for academy trusts reflecting their status as companies, charities and public bodies.

ROLES AND RESPONSIBILITIES

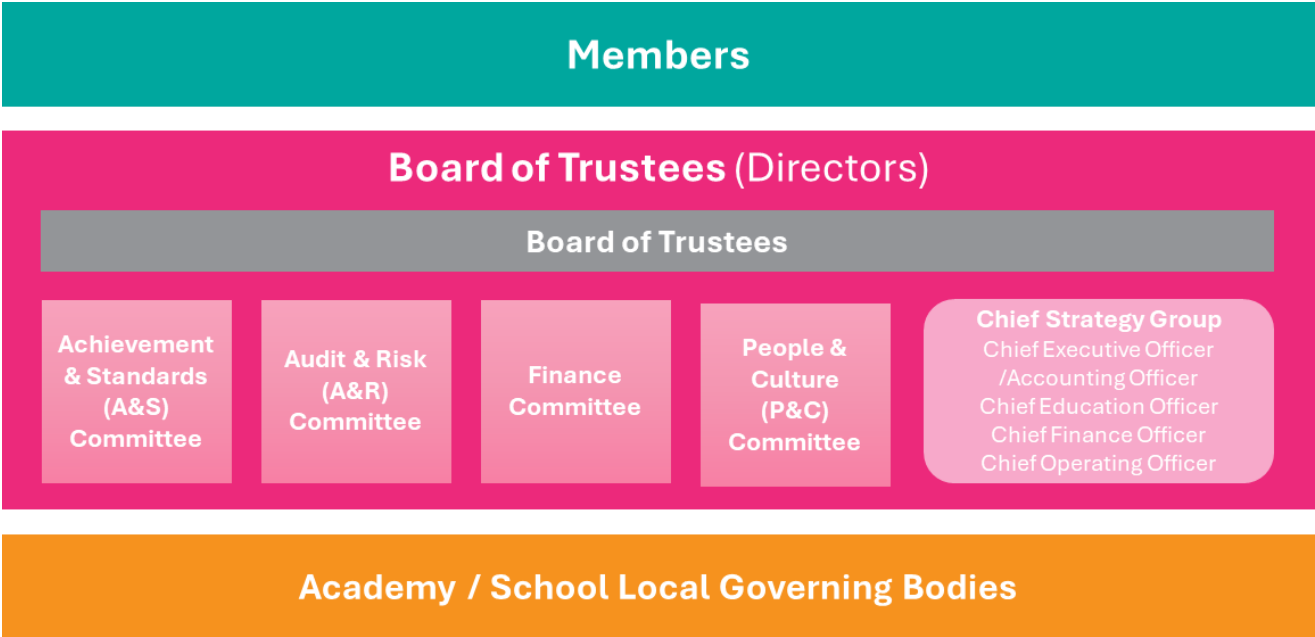
The following pages detail the specific responsibilities of the Board, CEO, CSG, LGBs and Headteachers/Principals in the areas of governance; budgets, finance and risk; people & culture; standards, curriculum and target setting; safeguarding; SEND; complaints; health, safety and estates, and information management, communication and marketing.

A sponsored school/academy, or a school/academy where there are concerns about leadership, governance or other areas, may have fewer delegated functions which will be determined on a case by case basis.

The specific responsibilities of the **Members** are as follows:

- Review, amend and agree the Articles of Association
- Change the name of the Trust
- Receive an Annual Report from the Board and the CEO on Tapestry's performance (including standards)
- Appoint/remove Members
- Appoint up to eleven Trustees and remove any of these
- Receive the Trust's audited annual accounts
- Appoint external auditors for the Trust and academies
- Approve any service contracts for Trustees

Tapestry Learning Partnership Governance Structure 2025-26



Appendix B – Abbreviations

| Abbreviation | Description |
|--------------|---------------------------------|
| CEO | Chief Executive Officer |
| CSG | Chief Strategy Group |
| LGB | Local Governing Body |
| CEdO | Chief Education Officer |
| CFO | Chief Financial Officer |
| COO | Chief Operations Officer |
| A&S | Achievement & Standards |
| A&R | Audit & Risk |
| P&C | People & Culture |
| DoS&S | Director of Safeguarding & SEND |
| HoE | Head of Estates |
| HoG | Head of Governance |
| HoP&C | Head of People & Culture |
| DPO | Data Protection Officer |

1. GOVERNANCE

| | GOVERNANCE | Delegated by the Board (Y/N) | CEO | CSG | LGB | Headteacher/ Principal |
|------|---|------------------------------|-----|--|-----|------------------------|
| 1.1 | Approval of: <ul style="list-style-type: none"> Terms of reference for Trust Board committees LGB constitution and terms of reference | N | | Develop and recommend (via HOG) | | |
| 1.2 | Approval of Trust Scheme of Delegation | N | | Develop and recommend (via HoG) | | |
| 1.3 | Determine the Board's reserved matters | N | | | | |
| 1.4 | Appoint the Board committees | N | | | | |
| 1.5 | Appoint and remove co-opted Trustees | N | | | | |
| 1.6 | Elect a Chair and Vice- Chair of the Board each academic year and remove in accordance with the Articles of Association | N | | | | |
| 1.7 | Appoint and remove Chairs to LGBs in accordance with LGB constitution and terms of reference | N | | Recommend LGB Chair appointments (via HoG) | | |
| 1.8 | Change delegated power or membership of LGBs | N | | Recommend (via HoG) | | |
| 1.9 | Appoint/remove the Trust's Company secretary | N | | Manage the appointment process | | |
| 1.10 | Appoint/remove the Governance Professional | N | | Manage the appointment process | | |
| 1.11 | Appoint/remove the Clerks to the LGBs | Y | | Delegated authority (via HoG) | | |

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| 1.12 | Publish on the Trust website required information on governance arrangements | Y | | Delegated authority (via HoG) | | |
| 1.13 | Take out director indemnity insurance cover (as at 1/26 covered under RPA) | Y | | Delegated authority (via CFO) | | |
| 1.14 | Acquisition of legal entities | N | Recommendations to the Board | Obtain professional advice | | |
| 1.15 | Determine the vision and values of the Trust | N | Recommendations to the Board | | Champion Tapestry vision & values in the School/Academy | Champion Tapestry vision & values in the School/ Academy |
| 1.16 | Determine the vision and values of individual academies, ensuring that it remains consistent with the overall vision and values and strategy of the Trust | Y | Ensure that this is in line with Trust vision and values | | Delegated authority in collaboration with the Headteacher/ Principal | Implement as determined by the LGB |
| 1.17 | Determine the Trust's strategic objectives and related success criteria/approve the Trust's 3 year business plan and monitor progress against this | N | Develop objectives and business plan and recommend to Board. Report to Board on progress against objectives and business plan | | | |
| 1.18 | Ensure that academies have a medium to long term vision for their future and that there is a robust strategy in place for achieving this | Y | | | Delegated authority in collaboration with Headteacher/ Principal | Collaborate with LGB |

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| 1.19 | Approve school/academy applications to join the Trust | N | | Consider requests, conduct due diligence and make recommendations to Board | | |
| 1.20 | Enter into, or withdraw from, a formal partnership | N | Make recommendations to Board | | | |
| 1.21 | Approve statutory Trust- wide policies | N delegated to committees where appropriate | | Develop policies and monitor implementation | | |
| 1.22 | Approve non statutory Trust-wide policies | Y | | Delegated authority – Approve policy templates as per Tapestry policy register. Monitor implementation | | Tailor policies as directed and implement |
| 1.23 | Approve statutory and non-statutory school/academy policies | Y | | Delegated authority - develop and approve policy templates (via Heads of Dept.). Monitor implementation | Delegated authority – approve policies adopted by schools/academies | Adopt and implement policies |
| 1.24 | Determine school/academy term dates, length, organisation of school/academy day, age ranges, extended provision. | Y – significant changes as defined by DfE must be submitted for DfE approval following | Delegated authority – in consultation with Headteacher/ Principal/LGB | | Involved in consultation process with Headteacher/ Principal. Recommendations to CEO via minuted meeting actions | Make recommendations to CEO/LGB |

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| | | Board approval | | | | |
| 1.25 | Admissions policies and criteria | N – Trust is Admissions Authority | Undertake consultation, determine and publish admissions arrangements in accordance with Schools Admissions Code. Ensure effective arrangements are in place for pupil recruitment | | | Ensure compliance with the Trust Admissions Policy. Make arrangements for pupil recruitment and school/academy prospectus. Ensure participation in the Fair Access Protocol |
| 1.26 | Free school meals | Y | | | | Delegated authority – Ensure the provision of free school meals to eligible children & young people |

2. BUDGETS, FINANCE AND RISK

| | BUDGETS, FINANCE AND RISK | DfE | Delegated by the Board (Y/N) | CEO | CSG | LGB | Headteacher/ Principal |
|-----|---|-----|--|-----------------------------------|--|-----|------------------------|
| 2.1 | Complete and approve annual accounts/reports/returns to funding and regulatory bodies | | N – via Finance Comm recommendations | Review | Prepare and review for recommendation to CEO & Board. Work with auditors to prepare annual accounts and Report (via CFO) | | |
| 2.2 | Complete and submit other accounting returns | | Y | | Delegated authority (via CFO) | | |
| 2.3 | Maintain a register of business interests for the Trust | | Y | | Delegated authority (via HoG) | | |
| 2.4 | Authorised to complete PAYE returns | | Y | | Delegated authority (via CFO) | | |
| 2.5 | Authorised to complete VAT returns | | Y | | Delegated authority (via CFO) | | |
| 2.6 | Appoint the Accounting Officer | | N | Act as Accounting Officer | | | |
| 2.7 | Agree long term financial objectives of the Trust | | N | Recommendations to Board | Recommendations to CEO (via CFO) | | |
| 2.8 | Approve and monitor the annual budget for the Trust including Academies | | N – Monitoring is via Chair & Finance Comm | Endorsement as Accounting Officer | Prepare annual budget for recommendation to Board . Monitor budget (via CFO) | | |

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| 2.9 | Approval of financial model (including budget available for central services/schools and academies) | | N | | Recommendations to Board | | |
| 2.10 | Approve any significant changes to the approved budgets | | N | | Consider any variances to delegated budget for Board approval in line with authorisation limits in the Trust's financial regulations | | |
| 2.11 | Approval of expenditure not provided for in the annual budget | | Y - however Board approval required for Trustwide unbudgeted expenditure >£30K | Delegated authority – within agreed limits/requirements contained in the Trust's financial regulations | | | Delegated authority – within agreed limits/requirements contained in the Trust's financial regulations |
| 2.12 | Approval of changes in priority | | Y – however Board approval required where project or contract value exceeds £50k | Delegated authority – within agreed limits/requirements contained in the Trust's financial regulations | | | |
| 2.13 | Ensure proper financial controls are in place across the Trust | | N – via Finance Comm | Provide assurance to DfE as Accounting Officer | Ensure adequate risk, financial and asset management systems are in place across the Trust (via CFO) | | Ensure proper financial controls are in place at the School/Academy |

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| 2.14 | Review risk management and maintain a Trust risk register | | N – via A&R Comm | Review Trust risk register and recommend changes to Board | Identify risks to inform school/academy specific risk reg. Review any risks reported by schools/academies to A&R Comm (via CFO/COO) | Review the School/ Academy's risk register and report significant risks to Board via minuted meeting actions | |
| 2.15 | Adopt Trust financial regulations | | N – via Finance Comm | | Develop regulations (via CFO) | | Comply with regulations |
| 2.16 | Appoint external auditors (appointment only by Members) | | N – via Finance Comm for recommendation to Members | | Manage appointment process for recommendation to Finance Comm (via CFO) | | |
| 2.17 | Appoint internal auditors | | N – via A&R Comm | | Manage appointment process for recommendation to A&R Comm (via CFO) | | |
| 2.18 | External/internal audit recommendations | | N – via A&R Comm | | Review reports and ensure recommendations are addressed. Report to the Board via A&R Comm (via CFO) | | Ensure school/academy internal audit report recommendations are addressed |
| 2.19 | Adopt a Trust-wide procurement policy (inc. into Trust financial regulations) | | N – via Finance Comm | | Develop policy (via CFO) | | Comply with financial regulations |

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| 2.20 | Approve that the Trust can continue to trade with an organisation in the event that it becomes a related party subject to compliance with the DfE's related party declaration and approval limits | DfE prior approval required for contracts or other agreements exceeding £0k in any financial year; or £2.5k where 'at cost' requirement applies | N – via Finance Comm | | Make recommendations to Board (via CFO) | | |
| 2.21 | Orders for goods and services | | Y | Delegated authority- Within an agreed budget | Delegated authority- Within an agreed budget | | Delegated authority- Within an agreed budget, |
| 2.22 | Enter into contracts (central procurement and school/academy contracts) | | Y | Delegated authority – enter into contracts within an agreed budget | Delegated authority – enter into contracts within an agreed budget | | Delegated authority – enter into contracts within an agreed budget |
| 2.23 | Authority to accept other than the lowest quote (based on best value evidence) | | Y | | Delegated authority | | |
| 2.24 | Ensure compliance with the tendering process | | Y | | Delegated authority (via CFO) | | |
| 2.25 | Determine scope of mandatory core services to be procured and delivered by the Trust on behalf of academies | | Y | | Delegated authority (via CFO) | | |

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| 2.26 | Arrange provision of central Trust services including: Estates & Services, Finance, Governance, HR, IT | | Y | | Delegated authority | | |
| 2.27 | Determine which essential services should be procured by each school/academy e.g. utilities, waste collection | | Y | | Delegated authority (via CFO) | | |
| 2.28 | Making of gifts | | N Except in respect of compassionate/ life event gifts up to £35 | | Delegated authority – approve compassionate/ life event gifts up to the value of £35 only (via CFO) | | |
| 2.29 | Approval to borrow money (bank or sponsor loan, overdraft) | DfE approval required | N/A – submit to DfE for approval | Recommend approval to Board for submission to DfE | Recommend approval to CEO for submission to Board (via CFO) | | |
| 2.30 | Cashflow management, treasury and investment | | Y | | Delegated authority – (via CFO) Investment details to be advised to Finance Comm | | |
| 2.31 | Open a bank account and approve signatories | | N | Can be approved signatory | Can be approved signatory | | |
| 2.32 | Open a business charge card facility | | N | Can be approved signatory | Can be approved signatory | | |

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| 2.33 | Payroll – starters, leavers, amendments | | Y | Delegated authority – authorise changes | Delegated authority – oversee systems of internal control ; authorise changes (via HoP&C) | | Delegated authority – authorise changes |
| 2.34 | Payroll administration | | Y | | Delegated authority – authorisation of Trust payroll via two signatories | | |
| 2.35 | Purchasing – authorised to create vendors on accounting system | | Y | | Delegated authority (via CFO) | | |
| 2.36 | Income | | Y | | Delegated authority (via CFO) | | |
| 2.37 | Authorisation of expenses claims (cannot authorise own expenses) | | Y apart from CEO | Delegated authority – re CSG and Directors | Delegated authority – for SIS Team/Heads/ Principals (via CFO) | | Delegated authority – for school/academy staff |
| 2.38 | Control account reconciliation | | Y | | Delegated authority (via CFO) | | |
| 2.39 | Write off bad debts | DfE prior approval required over certain limits | Y – up to DfE limits | | Delegated authority – up to DfE limits. Submit annual report to the Board | | |
| 2.40 | Management of capital projects | | Y | | Delegated authority – ensure management arrangements are appropriate and report to Board (via CFO/COO) | | |

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| 2.41 | Acquiring a freehold on land and buildings | DfE approval required | N/A | Recommend approval to Board for submission to DfE | Recommend approval to CEO for submission to Board | | |
| 2.42 | Disposal of a freehold on land and buildings | DfE approval required | N/A | Recommend approval to Board for submission to DfE | Recommend approval to CEO for submission to Board | | |
| 2.43 | Review and maintain a capital plan | | N Via Fin Comm | | Recommend to Board | | |
| 2.44 | Disposal of heritage assets | DfE approval required | N/A | Recommend approval to Board for submission to DfE | Recommend approval to CEO for submission to Board | | |
| 2.45 | Disposal of assets (not land, buildings or heritage) | | Y | | Delegated authority – up to agreed limits | | Delegated authority – up to agreed limits |
| 2.46 | Acquisition of assets | | Y | Delegated authority – up to agreed limits | Delegated authority – up to agreed limits | | Delegated authority – up to agreed limits |
| 2.47 | Asset register/security/loan of assets | | Y | | Delegated authority | | Maintain asset register |
| 2.48 | Approve insurance arrangements | | N – via A&R | | Recommend to Board (via COO) | | |
| 2.49 | Take up a finance lease | DfE approval required in certain situations | N – unless on DfE approved list | Recommend approval to Board for submission to DfE | Delegated authority - Where on DfE approved list otherwise recommend to Board | | |
| 2.50 | Take up a leasehold on land and buildings | DfE approval for lease > 7 yrs | N | | Recommend approval to Board for leases >7 yrs | | |

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| 2.51 | Take up any other lease | | Y | | Delegated authority up to agreed limits | | |
| 2.52 | Grant a lease on land and buildings | DfE approval required | N/A | | Recommend approval to Board for submission to DfE (via COO) | | |
| 2.53 | Non statutory/non contractual severance and compensation payments to staff | DfE approval required if non-statutory or non-contractual element is over 50k | Y | Delegated authority – up to £50k (all payments reported to P&C committee for oversight) | | | |
| 2.54 | Ex gratia payments | DfE approval required | N/A | | | | |

3. PEOPLE & CULTURE

| | PEOPLE & CULTURE | Delegated by the Board (Y/N) | CEO | CSG | LGB | Headteacher/ Principal |
|-----|---|--|---|--|---|---|
| 3.1 | Ensure there is an effective People, Culture and Wellbeing strategy in place | N (via P&C Comm) | | | | |
| 3.2 | Approve Trust senior management structure (and budget) | N | Recommend to Board | | | |
| 3.3 | Approve School/Academy senior management structure | Y | | Delegated authority – Via CEdO | | Agree with CEdO |
| 3.4 | Approve School/Academy annual staffing plan in line with ICFP principles as appropriate | Y | | Delegated authority – Via CEdO | | Agree with CEdO |
| 3.5 | Job description sign-off | Y | Delegated authority | | | |
| 3.6 | Authorised to evaluate job families and payscales | Y | Delegated authority | Responsible for oversight (via HoP&C) | | |
| 3.7 | Authorised to agree/vary basic employment terms and conditions | N | | Ensure consistent application of T&Cs (via HoP&C) | | |
| 3.8 | Appointment of staff | Y (except CEO, COO, CFO, CEdO, Governance Professional) | Delegated authority – appoint members of the education team and School/Academy Leaders | Delegated authority – appoint members of the SIS team | Participate in the process to appoint Headteacher/Principal | Delegated authority – appoint school/academy staff in consultation with Directors of Education/CEO |

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|------|---|---|--|---|--|---|
| 3.9 | Recruitment processes | Y | | Delegated authority – carries out recruitment in line with TLP policies. Ensures legislative/ best practice compliance (via HoP&C) | | Delegated authority – carries out school/academy recruitment in line with Tapestry policies. |
| 3.10 | Signing of offer of employment letters | Y (Chair to sign for CEO, COO, CFO, CEdO, Governance Professional) | Delegated authority – in respect of education team, Headteachers and Principals | Delegated authority - in respect of SIS team | | Delegated authority – in respect of school/academy staff |
| 3.11 | Approve requests for early retirement or secondment | Y (Chair approves CEO requests) | Delegated authority | | | |
| 3.12 | Approve requests for flexible working or leave of absence | Y (Chair approves CEO requests) | Delegated authority - in respect of SIS team, Headteachers and Principals | | | Delegated authority – in respect of school/academy staff |
| 3.13 | Adopt a Trust- wide Pay and Executive Pay policies | N – via P&C Comm | | | | |
| 3.14 | Determination of pay ranges in accordance with affordability envelope | Y (except for CSG) | Delegated authority | | | |
| 3.15 | Appointment outside range in salary structure in accordance with affordability envelope | Y (except for CSG) | Delegated authority – report to Board | | | |
| 3.16 | Allocation of TLR values in accordance with the affordability envelope | Y | Delegated authority | | | |
| 3.17 | Value of other discretionary allowances | Y (except for CSG) | Delegated authority | | | |

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| 3.18 | Handling of all pension matters | Y | | Delegated authority | | |
| 3.18 | Approval of the use of pension discretions (discretions that can be made at the employer's discretion) | N | Make recommendations to Board | Recommend to CEO | | |
| 3.20 | Adopt Trust-wide HR policies | N – via P&C | | Develop policies and procedures Ensure effective implementation compliance across Tapestry (via HoP&C) | | Implement policies and procedures in the school/academy |
| 3.21 | Career development reviews | Y (except for CEO) | Delegated authority -for CSG | Delegated authority - for Tapestry SIS teams | | Delegated authority – conduct or delegate to staff the reviews for school/academy staff |
| 3.22 | Approval of formal staff restructure plans | Y | Delegated authority | | | Create formal restructure plan to recommend to CEO |
| 3.23 | Approval of severance/settlement or redundancy agreements | Y | Delegated authority – up to approved limits | | | |

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|------|--|--|---|---|--|---|
| 3.24 | Authority to issue warnings or other disciplinary measures except dismissal | Y | Delegated authority – may issue warnings across Tapestry and attend panels | | Monitor school/academy staff disciplinary matters and levels of action | Delegated authority – may issue warnings to school/academy staff in consultation with CSG. HoP&C to advise |
| 3.25 | Suspension and dismissal | Y (except for CEO) | Delegated authority – part of formal panels | Delegated authority – part of formal panels | Be informed of suspension/ dismissal of staff. | Delegated authority – school/academy staff in consultation with CEO. HoP&C to advise |
| 3.26 | Appeals | Y (except where CEO has heard original case) | Delegated authority | | | |
| 3.27 | Act on behalf of the Trust in legal disputes, employee complaints and grievances | Y (except those escalated to Trustees) | Delegated authority | | | |
| 3.28 | Approve cost of living pay rise recommendation | | N – Via P&C Comm recommendation | | | |
| 3.29 | Approve executive pay recommendations | N – Via P&C Comm recommendation | | | | |

4. STANDARDS, CURRICULUM AND TARGET SETTING

| | STANDARDS, CURRICULUM & TARGET SETTING | Delegated by the Board (Y/N) | CEO | CSG | LGB | Headteacher/ Principal |
|-----|---|------------------------------|--|-----|---|--|
| 4.1 | Approve and monitor Trust and School/Academy priorities alongside impact of actions for quality of teaching and learning | N– via A&S Comm | Propose & recommend priorities to Board Review progress and report to Board on standards | | Monitor priorities reported by the Headteacher/ Principal and hold to account | Set & recommend priorities to Director of Education/LGB. Report progress to Director of Education/LGB |
| 4.2 | Approve and monitor Trust and school/academy targets for children and young peoples' achievement, progress and attainment | N– via A&S Comm | Propose targets to Board, hold Directors & Headteachers/ Principals to account and provide appropriate reporting | | Monitor school/ academy targets and hold Headteacher/ Principal to account | Set & recommend school/academy targets and monitor progress. Report to Director of Education/LGB |
| 4.3 | Review impact of school/academy improvement actions against priorities | N– via A&S Comm | Hold Directors of Education & Headteachers/ Principals to account. Approve school/academy improvement plans & report to A&S | | Monitor progress of the school/academy improvement plan | Develop the school/academy improvement plan for approval by Directors of Education. Implement plan. Report progress to Director of Education/LGB |

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| 4.4 | Monitor the impact of premia funding (Pupil Premium/Year 7 Literacy and Numeracy Catch –up (secondary) and Sports (primary) etc) across the Trust | N – via A&S Comm | Conduct annual reviews and report to the Board. | | Review deployment and impact. Review and approve information to be published on school/academy website. | Ensure effective deployment and monitor impact. Report to Director of Education/LGB. Ensure information is published on school/academy website. |
| 4.5 | Curriculum: planning, implementation and review, including compliance with any funding agreement requirements | Y | Delegated authority | | Develop knowledge of curriculum and monitor effectiveness of plans | Develop school/academy curriculum for approval by CEO |
| 4.6 | Post Ofsted action plan – sign off for any school/academy judged Needs Attention/Urgent Improvement | Y | Delegated authority | | | |
| 4.7 | Ensure each school/academy has an effective Behaviour policy in place and monitor behaviour in schools/academies | Y | Delegated authority – report areas of concern to the Board | | Approve behaviour policy. Monitor implementation of policy and levels of behaviour | Develop and implement policy |
| 4.8 | Exclusions | Y | Review the overall patterns of exclusions and report to Board | | Delegated authority – for reviewing exclusions. Monitor exclusions at the school/academy. Convene a panel to review an exclusion in line with statutory requirements | Delegated authority – for making exclusions. Take the decision to exclude a pupil for a fixed term or permanently and report to LGB |

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| 4.9 | Direct a child or young person to alternative provision | Y | | | | Delegated authority |
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5. SAFEGUARDING

| | SAFEGUARDING | Delegated by the Board (Y/N) | CEO | CSG | LGB | Headteacher/ Principal |
|-----|---|------------------------------|--|--|---|--|
| 5.1 | Adopt a Tapestry-wide template Safeguarding and Child Protection policy that is compliant with statutory guidance | N | | Develop policy and review annually. Ensure implementation across the Trust (via DoS&S) | Monitor implementation of policy | Add school/academy specific details. Ensure implementation |
| 5.2 | Adopt and monitor procedures related to safeguarding | Y | | Delegated authority (via DoS&S) Review and report to the Board. any areas of concern to the as they arise | | |
| 5.3 | Review overall outcomes of school/academy safeguarding audits conducted by Trust personnel | N | Ensure safeguarding audits are conducted on each school/academy by Trust personnel and report to the Board on overall outcomes | | Receive the school/academy safeguarding audit and monitor to ensure that areas identified for improvement are addressed swiftly by the Headteacher/ Principal | Receive the school/academy safeguarding audit and ensure that areas identified for improvement are addressed swiftly |

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|-----|--|---|----------------------------------|--|---------------------|--|
| 5.4 | Complete and submit the annual Local Authority Governor's Safeguarding Report for schools and ensure that any areas identified for improvement are addressed | Y | | | Monitor | Delegated authority |
| 5.5 | Appoint a Board member as Safeguarding/SEND Trustee | N | | | | |
| 5.6 | Appoint a Safeguarding LGB Governor | Y | | | Delegated authority | |
| 5.7 | Ensure the Single Central Record (SCR) for Tapestry and schools/academies is complete and regularly updated | Y | Report any concerns to the Board | Delegated authority – audit of school/academy SCRs via (DoS&S/ HoP&C) | | Ensure SCR is maintained and address any actions identified by audit |
| 5.8 | Ensure schools/academies have an appropriate number of trained Designated Safeguarding Leads (DSLs) and that their details are published on the School/academy website | Y | Delegated authority | | | |
| 5.9 | Ensure school/academy staff, trustees, governors, volunteers and the Tapestry central team receive regular and appropriate safeguarding training | Y | Delegated authority | | | Delegated authority – for school/academy staff |

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|------|---|-------------------|---|---|----------------------------|--|
| 5.10 | Ensure appropriate members of staff, trustees and governors are trained in safer recruitment | Y | | Delegated authority – ensure at least one member of every recruitment panel has completed training (via DoS&S/HoP&C) | | Complete training and regularly update knowledge in this area |
| 5.11 | Ensure that each school/academy has appointed a designated member of staff to support Looked After Children | Y | Monitor | | Delegated authority | Appoint a designated member of staff for the school/academy |
| 5.12 | Approve off-site visits for children and young people of more than 24 hours duration | Y | | | | Delegated authority |
| 5.13 | Consider any staff, trustee, governor, volunteer DBS returns with disclosed information | Y | Delegated authority – for SIS Team, trustees and governors | | | Delegated authority – for staff and volunteers with the Director of Education |
| 5.14 | Monitor attendance and roll movement within schools/academies | N via A&S Comm | | | Monitor | |

6. SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND)

| | SPECIAL EDUCATIONAL NEEDS & DISABILITIES (SEND) | Delegated by the Board (Y/N) | CEO | CSG | LGB | Headteacher/ Principal |
|-----|---|------------------------------|--|--|--|--|
| 6.1 | Monitor overall educational performance of SEND children and young people | N– via A&S Comm | Review SEND provision across Tapestry and report to the Board particularly on any areas of concern | | Monitor effectiveness of the school/academy's SEND provision | Implement and monitor effective SEND provision |
| 6.2 | Adopt a Trust wide template SEND policy | Y | | Delegated authority (via DoS&S) Ensure implementation across Tapestry | Monitor implementation of policy | Add school/ academy specific details to policy and ensure implementation |
| 6.3 | Ensure compliance with the Disability Discrimination Act (DDA) requirements within the academies | Y | | Delegated authority (via DoS&S) | | |
| 6.4 | Designate a teacher to be responsible for co-ordinating SEND provision (SENCO) | Y | | | | Delegated authority |
| 6.5 | Liaise with local authority in respect of children and young people who have (or might have) SEND | Y | | | | Delegated authority |
| 6.6 | Make provision for SEND children and young people with or without an Education, Health & Care Plan (EHCP) | Y | | | | Delegated authority |

7. COMPLAINTS

| | COMPLAINTS | Delegated by the Board (Y/N) | CEO | CSG | LGB | Headteacher/ Principal |
|-----|---|------------------------------|--|--|--|---|
| 7.1 | Adopt a Tapestry-wide complaints procedure and monitor complaints | N | Report concerns to the Board | Develop policy. Monitor the level of formal complaints across Tapestry and report to the Board (via HoG) | Monitor the level of formal complaints at the school/academy | Report on formal complaints to Director of Education/LGB |
| 7.2 | Respond to and hear complaints | Y | Delegated authority – hear complaints at the relevant stage in accordance with the Complaints Procedure | | Delegated authority – hear complaints at the relevant stage in accordance with the Complaints Procedure | Delegated authority – respond to complaints in accordance with Complaints Procedure |

8. HEALTH & SAFETY AND ESTATES

| | HEALTH & SAFETY AND ESTATES | Delegated by the Board (Y/N) | CEO | CSG | LGB | Headteacher/ Principal |
|-----|---|------------------------------|------------------------------|--|-----|---|
| 8.1 | Adopt a Tapestry-wide health and safety policy to ensure that Tapestry operates within all relevant health and safety legislation and that all children, young people and staff are kept safe at all times within Tapestry procedures and practices | N | Report concerns to the Board | Develop policy and monitor implementation across Tapestry (via HoE) | | Implement policy and review health & safety arrangements annually. Report to CSG/LGB |
| 8.2 | Ensure all staff receive statutory health and safety training | Y | | Delegated authority – for SIS team | | Delegated authority – for school/academy staff |
| 8.3 | Emergency planning and business continuity planning | Y | | Delegated authority – develop central and school/academy plans and review as appropriate (via HoE) | | Implement school/academy response tactics, practice, test and report to HoE as required |
| 8.4 | Health and safety accident reporting (inc. RIDDOR) | Y | | Delegated authority – monitor and report to the Board. Ensure RIDDOR reporting is in place (via HoE) | | Implement reporting, monitor and act on reviews |

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|-----|---|---|---|---|--|--|
| 8.5 | Statutory compliance testing | Y | | Delegated authority – implement, monitor and report to the Board (via HoE) | | Implement and monitor school /academy statutory compliance testing |
| 8.6 | Risk assessments | Y | Report concerns to the Board via A&R Comm | Delegated authority – ensure, via oversight, valid risk assessments are in place across Tapestry (via HoE) | | Delegated authority – ensure operational risk assessments are in place and effective. Review annually |
| 8.7 | Ensure schools/academies have a designated member of staff who has overall responsibility for every aspect of health and safety | Y | | | | Delegated authority |
| 8.8 | Ensure Tapestry’s estate is maintained so it is fit for purpose and provides a safe, attractive and appropriate environment | Y | | Delegated authority (via HoE) | | Ensure for school/academy site |
| 8.9 | General monitoring and action plans in relation to safety of sites and buildings conditions | Y | | Delegated authority (via HoE) | | Ensure operational arrangements are in place and effective |

9. INFORMATION MANAGEMENT, COMMUNICATION AND MARKETING

| | INFORMATION MANAGEMENT, COMMUNICATION & MARKETING | Delegated by the Board (Y/N) | CEO | CSG | LGB | Headteacher/ Principal |
|-----|--|------------------------------|-----|---|-----|--|
| 9.1 | Adopt a Tapestry-wide data protection policy and monitor compliance with UK General Data Protection Regulations (GDPR) | N – via A&R | | Develop policy and ensure compliance with GDPR legislation. Investigate data breaches (DPO) Support schools/ academies on the effective safe storage of data. Ensure registration with the Information Commissioner's Office is up to date (via DPO) | | Comply with policy. Report data breaches to DPO. Maintain accurate and secure children, young people and staff records for the school/academy |
| 9.2 | Ensure Tapestry and school/academy websites are complaint with statutory guidance | Y | | Delegated authority (via HoG) | | Ensure website information is up to date and accurate. Address any actions identified by website audits |

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|-----|--|---|--------------------------------|---------------------|---|--|
| 9.3 | Ensure the Tapestry and schools/academies communicate effectively with children, young people, parents, carers, staff and the wider community | N | Develop communication strategy | | Actively seek to receive children, young people, parent and staff feedback and respond accordingly. Establish and maintain a relationship with the local community through school/academy community engagement strategy | Ensure school/academy systems/communication channels are in place that are in line with the Tapestry's strategy |
| 9.4 | Ensure that all branded items follow Tapestry branding guidelines (e.g. stationary, staff ID badges, email signatures) | Y | | Delegated authority | | Comply with Tapestry guidelines |
| 9.5 | Review and approve any long-life school/academy marketing materials (e.g. logo, website, prospectus, items published in newspapers and magazines, videos, radio adverts) | Y | | Delegated authority | | Gain Director of Education approval and permission for any interviews, photography or filming by media and for any marketing materials |

Appendix C

Delegation of Chair's Emergency Power to Act

Purpose:

This document sets out the circumstances in which the Board of Trustees delegates to its Chair the power to act on its behalf.

Introduction:

Chairs have no additional functions or responsibilities above any other Trustee and cannot act in isolation. However, Chairs are permitted to act in urgent situations, where a delay in taking action or making a decision would cause a serious, detrimental effect to the Trust or one of its' schools/academies, a child or young person, parent/carer or member of staff – this is known as a Chair's Power to Act.

The Tapestry Board, its committees must conduct all their business and activity through their schedule of meetings and the various procedures which govern them, namely Tapestry's Scheme of Delegation.

Context:

Tapestry's Articles of Association allows delegation as follows:

105. The Trustees may delegate any of their powers or functions (including the power to sub- delegate) to any Trustee, committee (including any Local Governing Body), the Chief Executive Officer or any other holder of an executive office. Any such delegation shall be made in writing and subject to any conditions the Trustees may impose, and may be revoked or altered.
- A Trustee, committee (including any Local Governing Body), the Chief Executive Officer or any other holder of an executive office to whom a power or function of the Trustees is delegated under Article 105 may further sub-delegate those powers or functions (or any of them) to a further person. Where any power or function of the Trustees is sub-delegated by any person to whom it has been delegated, that person must inform the Trustees as soon as reasonably practicable which powers and functions have been further delegated and to whom, and any such sub-delegation shall be made subject to any conditions the Trustees may impose, and may be revoked or altered by the Trustees.
106. Where any power or function of the Trustees has been exercised by any committee (including any Local Governing Body), any Trustee, the Chief Executive Officer any other holder of an executive office, or a person to whom a power or function has been sub-delegated under Article 105A, that person or committee shall report to the Trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Trustees immediately following the taking of the action or the making of the decision.

Trustees should refer to Tapestry's Scheme of Delegation to ascertain which functions have been delegated and to whom.

Circumstances where Chair's Power to Act may be used:

There is no automatic right for anyone individually to perform any of the functions for which Trustees are responsible.

Exceptional circumstances may arise when a delay in exercising a function of the Board is likely to be seriously detrimental to the interest of:

1. The Trust or one of its schools/academies; or
2. A child or young person (or their parents/carers) at one of Tapestry's schools/academies; or
3. A person who works for Tapestry or one of its' schools/academies

In the circumstances outlined above, the Chair of the Board of Trustees (or, in the absence of the Chair, the Vice Chair) has the power to carry out the required functions. If a Chair takes action under any of these circumstances, he/she will first consult with the Chief Executive Officer.

Chair's emergency powers to act should on be used in rare and genuinely urgent situations.

Chairs should resist the temptation to make decisions outside of Board meetings except in cases of real urgency.

Any actions taken under Chair's Emergency Power to Act must be reported to the Board at the first available opportunity.

Removal of Power to Act:

The delegation of Power to Act will be removed by the Board from any Chair who abuses the delegation or fails to report any actions to the Board as soon as possible.