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Decision Making Framework

The purpose of this document is to clarify where responsibility and accountability sits for key functional areas across five sets of stakeholders – Ark Schools Board, the executive within the Ark schools central team (Ark Central), Regional Directors & Regional Finance Directors, Principals, and the Local Governing Bodies.

Applies from :	September 2023	Author:	Director of Governance
Date of next review:	September 2024	Owner:	Director of Governance
Type of policy:	☒ Network-wide ☐ Tailored by school	Approval:	Board
School:	N/A	Key Contact Name:	Governance team
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POSITIONING WITHIN ARK OPERATIONAL MODEL

Component	Element
☐ Strategic Leadership & Planning ☐ Monitoring, Reporting & Data ☒ Governance & Accountabilities ☐ Teaching & Learning ☐ Curriculum & Assessment ☐ Culture, Ethos & Wellbeing ☐ Pathways & Enrichment ☐ Parents & Community ☐ Finance, IT & Estates ☐ Our People	Legal

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 hold 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 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):** The board discharges management of the schools, strategic planning and line management of Principals and Executive Principals through the Chief Executive and Directors of Education to Regional Directors. The RDs 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, and 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):** LGBs 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 or final approval of policies or core documents. They also lead on local stakeholder engagement (staff, parents, community).

Ark believes that this model allows for strategic board decision-making and focused local governance. Flows of information and decision making are co-ordinated by the central governance team and are embedded into the scheme of delegation, meeting cycles, and agenda planners. This ensures that trustees and governors work together to support meaningful improvement across the network – and as governors spend less time on policies and paperwork, it means that they can spend more time understanding the specific needs of their school and adapt their activities accordingly. They are central to the focus on the school's values and ethos so that all students believe they can succeed. They also provide continuity of care to the school and as such are a continuing powerful advocate for their needs within the Ark family and for linking with their communities

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.

The overriding legal assumption that sits behind this work is that all Ark academies are governed by one trust and a single board of directors. The board of directors is the legally

accountable body but can delegate many of its functions (for example to a local governing body or an executive team). The MAT remains accountable for these functions.

This Framework 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 the rules may change – for example in crisis situations, Ark central may take on a much more involved role or where stakeholders may go above and beyond the level of support that is articulated here – for example, the LGB may be engaged on a range of other aspects not explicitly referenced here. The Decision Making Framework is reviewed on an annual basis in order to ensure that delegated responsibilities can be aligned with organisational need.

2. High-level division of responsibilities

This table sets out 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.

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 Executive	Regional Directors	School Principal	Local governing body (LGB)
Teaching & learning	• Approve the strategic vision for education • Accountable for the overall quality and impact of teaching	• Responsible for the overall quality and impact of teaching across the network • Responsible for maintaining a view of the quality of teaching in all schools through effective Teacher Evaluation • Development and implementation of the Great Teacher Rubric • Delivery of network Professional Development • Development of the Teaching School Hub	• Support school Principals in setting the strategic vision and model for teaching, arranging CPD/ coaching, and reporting on teacher performance • Evaluate and review the quality of teaching, assessment, and student attainment within schools, using the Great Teacher Rubric • Deploy regional Teaching and Learning Leads (if in post)	• Set and deliver the vision and model for developing teaching and approach to improving teacher quality • Arrange CPD and/or coaching for staff • Implement network wide approaches to Teacher Evaluation through the Great Teacher Rubric	• Monitor school approach to securing the quality and impact of teaching, including the effectiveness of CPD, and coaching for staff

Functional area	Board	Ark Executive	Regional Directors	School Principal	Local governing body (LGB)
Curriculum & assessment	• Approve network pupil performance targets • Accountable for all curriculum and assessment practices meeting requirements laid out in statutory guidance • 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 • Responsible for all curriculum and assessment practices, meeting requirements laid out in statutory guidance • Determine the Ark Base Curriculum and cross-phase progression model • Determine the network assessment cycle • Responsible for setting out network entitlement for careers and destinations advice beyond statutory minimums	• Accountable for regional targets • Review and propose school targets to executive in line with the network target setting model • Undertake Achievement Reviews in line with review cycle • Provide guidance to schools on approaches to assessment, curriculum, and inclusion • Approve school curriculum and assessment models • Approve school approach to careers and destinations advice. • Commission SEND & PP audits	• Accountable for meeting school targets • Agree school targets with RD • Ensure that school targets relate to individual pupil targets • Implement the network assessment cycle • Develop school approaches to assessment, curriculum, and inclusion • Contribute to the ongoing development and resourcing of the Ark Base curriculum • Engage with SEND & PP audit process • Implement Reading strategy • Accountable for provision of careers and destinations advice in line with network and statutory requirements.	• Review school approaches to assessment, curriculum, and inclusion • Participate in SEND & PP audits (SEND link) • Review SEND & PP audits (LGB) • Consulted on school targets (Chair) • Review progress towards school targets • Review school approach to careers and destinations advice.
Culture, ethos & wellbeing	• Approve Exclusions and Safeguarding policies • Accountable for exclusions, pastoral and safeguarding arrangements meeting national requirements laid out in statutory guidance	• Set network Exclusions and Safeguarding policies • Responsible for ensuring network practices around Exclusions, pastoral and Safeguarding arrangements meet national requirements • Facilitate regional SEND network • Arrange Exclusions training and independent review panels (IRPs) • Undertake annual safeguarding audits and report to the Board • Respond to issues flagged by DBS • Respond to any complaints against Principal and support school in event of complaints against staff • Undertake annual pupil voice survey to capture network wide trends	• Provide guidance to schools on a positive approach to culture, ethos, personal development, and wellbeing • Provide guidance to Principals to ensure effective pastoral arrangements and adherence to safeguarding and child protection policies • Sign off Permanent Exclusions and review suspension data • Review attendance data • Review school mobility trends • Be aware of pupil voice across the schools	• Set school approaches to culture, ethos, personal development and wellbeing including the behaviour model and routines, attendance, and inclusion practices within network guidance • Ensure compliance with network policies and guidance on statutory responsibilities • Implement effective school attendance, inclusion, and safeguarding procedures inc. training and DBS processes within network policies • Set internal exclusions procedures and ensure exclusion administration fulfils all relevant requirements for	• Review school approach to culture, ethos and wellbeing including behaviour model and routines, attendance, and inclusion • Review Exclusion decisions through governor panels and engage in Independent Review Panel process if required • Informed of safeguarding complaints, referrals, and training within school

Functional area	Board	Ark Executive	Regional Directors	School Principal	Local governing body (LGB)
				• these, suspensions, and permanent exclusions • Respond to safeguarding and other complaints against staff • Oversee referral of at-risk children to Local Authority and other agencies • Regularly seek feedback from pupils on their experience in school (beyond network survey)	• Participate in safeguarding audit (safeguarding link) • Participate in pupil voice activities and review feedback on pupils' experience in school.
Our people	• Approve all relevant People policies • Accountable for meeting statutory reporting requirements • Review outcomes of annual network staff survey	• Conduct the schools Pay Award and Pay Scales process annually in consultation with unions • 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 • Liaise with unions at national level, manage the National Joint Council (NJC) • Oversee all HR monitoring and reporting • Responsible for meeting statutory reporting requirements • Review and approve proposed changes to network-wide systems and processes (e.g., Vacancy Request process) • Responsible for managing levels of TUPE risk identified during due diligence for new schools • Decide on tribunal and settlement strategies • Approve any school reorganisations • Undertake annual network wide staff survey to identify and understand trends	• Develop People plans for schools within 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 • Oversee Principal and Executive Principal appointments • Be responsible for Principal induction • Line manage Principals in line with performance targets; support with coaching & mentoring • Sign off for all new recruitment (replacement and new roles) for positions where base salary is £70k+ • Sign off any new roles outside the agreed budget model staffing structure • Review regional talent and growth opportunities • Provide strategic guidance to Principals to support staff line management according to performance targets • Ensure effective use of resources across the region to the benefit of all schools within	• Establish a culture and level of organisation which actively contributes to staff wellbeing • Engage with JCC (Joint Consultation Council –local unions) • Recruit for and induct to school roles in line with overall Ark approach to attraction and recruitment • Implement Ark approach to performance appraisal, probation, leadership development, pay and benefits, disciplinary and grievance • Approve all new recruitment (replacement and new roles) for positions where base salary is less than £70k and within agreed budget model staffing structure • Ensure effective onboarding and offboarding and that SCR (Single Central Record) procedures are being followed • Determine the school staffing structure in line with budget requirements • Ensure MIS is up to date with all relevant staff information	• Monitor compliance with SCR (Single Central Record) process as part of safeguarding audit (safeguarding link governor) • Consulted on Principal appointment and appraisal (Chair) • Consulted on restructure proposals • Review updates on recruitment and retention data

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

Functional Area	Board	Ark Executive	Regional Directors	School Principal	Local Governing Bodies (LGB)
Finance	• Approve all relevant Finance policies • Approve central senior staff remuneration • Approve Principal remuneration • Accountable for meeting statutory requirements around reporting, budget submissions and financial controls	• Set all Finance policies including policies and best practice around financial control • Propose the Ark Financial Scheme of Delegation to the Risk & Audit Committee • Approve Principal pay and benefits • Set school and central finance targets and budgets including setting holdback charge • Approve funding from endowments and reserves • Prepare network budgets, forecasts, reports, statements & tax returns • Manage internal and external audits • Accountable for meeting statutory requirements around reporting and budget submissions to Companies House and ESFA • Decide procurement strategy, including mandating contracts and frameworks for tenders. • Approve all contracts £50k+ and all exceptional spend.	• RFDs oversee all regional accounting and finance teams • RFDs oversee all regional accounting and finance procedures, including Scheme of Delegation • RDs sign off school budgets and staffing structures • RFDs sign off on year-end packs for all schools • RD reviews Principals' pay recommendations for staff • RD sign off on expenditure for "at risk" finance schools • RD sign off on all items of exceptional spend (move to outsource/capital items/Founding Partner Spend etc.) • 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 • Deliver financial targets • Ensure compliance with the financial Scheme of Delegation • Determine school staffing structure • Engage in internal audit activities at school level • Deliver finance administration and internal control arrangements in line with Ark approach • Identify and engage in activities to generate additional income, including actively engaging in letting opportunities	• Informed of finance policies and budget targets (Chair & Finance Link) • Informed of use of school reserves for school or network use (Chair) • Review draft budget and 3 year plan • Review management accounts (Finance Link) • Review capital plans and proposed funding • Informed of procurement activity • Review internal audit outcomes • Support activities to generate additional income

Functional area	Board	Ark Executive	Regional Directors	Principals	Local Governing Bodies (LGB)
Procurement and Contract Approval	• Approve all contracts over £1m if in budget and over £250k if not in budget.	• Decide procurement strategy, including mandating contracts and frameworks for tenders. • Approve all contracts £50k+and all exceptional spend	• RFDs coordinate procurement tenders within their region, signing off all contracts £30k+ • RD sign off on all contracts • Recommend all contracts £50k+ for approval by executive	• Approve all contracts under £30k • Approve all contracts up to£50k in agreement with RFD. • Recommend for approval all contracts £50k+	
IT	• Approve IT policy • Approve network IT outsourcing strategy	• Set network IT policies • Set the network's IT and digital strategy • Lead on engagement with IT contractors/ service providers at school level • Set schools IT and Acceptable Use policy • Lead on contract management for overall IT service • Set standardised solutions • Lead on IT procurement • Monitor the impact of the Chromebook device strategy	• Authorise regional IT Programme Delivery • 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) • Implement the Acceptable Use policy amongst pupils and staff • Approve IT Project budgets • Engage and approve decisions for IT Projects • Ensure that procurement is in line with the IT Catalogue • Inform filtering policy of what can and cannot be whitelisted in school • Budget for and provide all pupils (Year 3 up) with a Chromebook to support their learning	• Informed of IT and digital strategy including capital investments
Estates	• Accountable for meeting statutory requirements around health and safety (H&S) • Approve all relevant H&S policies	• Responsible for meeting statutory requirements around health and safety (H&S) • Set network H&S policy • Arrange H&S and fire risk audits • Oversee all aspects of initial capital build inc. procurement, legal and project management • Support schools in arranging contracts e.g., school catering, M&E, energy • Set network's capital strategy and SCA allocation • Set network 'green' strategy	• Review the school's routine compliance audits and the implementation of action plans • Input into long term strategic site/ capital priorities • RFDs to work with Estates to realise regional procurement opportunities • Approve capital expenditure plans to Executive	• Ensure compliance with school H&S policies and procedures • Maintain up to date asset register • Ensure that appropriate risk assessments are in place • Engage in H&S and fire risk audits • Ensure compliance with procurement and building maintenance regulations at school level • Engage in capital build projects as required • Determine and deliver ongoing maintenance and capital works strategy • Set school 'green' strategy	• Informed of H&S arrangements • Monitor H&S incidents at school • Review audit (including fire safety) outcomes • Informed of capital build project updates • Review school 'green' strategy

Functional area	Board	Ark Executive	Regional Directors	School Principal	Local governing body (LGB)
Projects* **Separate Pre-Opening DMF available as needed*	• Approve the strategy for growth • Sign off five stage approvals for new schools • Accountable for signing new school legal documentation	• Responsibility for network growth • Accountable for pre-opening financial approvals • Approve pre-opening legal documentation • Approve transition and new school plans as part of Project Board (Chief Operating Officer to chair)	• Support with the development of regional pipeline • Provide educational and leadership strategy for transition and new schools • Approve transition and new school plans as part of Project Board • Provide coaching for incoming principal	• 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	• Set network improvement planning templates • Generate network heatmaps which show school performance • Set standards for schools in terms of their use of data to support decision making • Maintain systems map and support schools in designing their approach to data • Publish guidance and training materials on how to use data systems • Support third party data integrations and procure data tools for use across the network • Monitor quality of data through annual audit and share findings with RDs and Principals for action • 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) • Support and respond to central monitoring visits and lead regional peer reviews • Support Principals preparing for Ofsted inspections & monitoring visits • Ensure LGBs are prepared for involvement in Ofsted inspections • Represent the Board in Ofsted inspection governance meetings • Provide an annual overview to LGBs on school performance • Review safeguarding audits	• Develop Self Evaluation and Academy Improvement Plan • Provide regular analysis of school performance data to the RD and LGB via Principal's report • Ensure that any issues with data collection (as highlighted through annual audit) are actioned	• Review school performance data • Informed of the outcomes of external monitoring • Attend annual monitoring visit (Chair) • Receive monitoring visit reports when published (Chair) and placed on next LGB agenda • Informed of any issues with data quality • Undertake Ofsted training and attend inspection where possible (Chair and Safeguarding link)

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

Appendix A: Delegated Authority Levels by Position

	Schools
A	Regional Directors
B	Schools Principals
C	Regional Finance Directors (RFD)
C	Schools Head of Departments
C	Vice Principals
	Executive Office
MD	MD
C	Admin Manager
	Education
A	Director of Education
A	Director of Secondary Education
C	Director of Pastoral and Inclusion
C	Director of Professional Development
C	Head of Destinations
C	Director of Sixth Form
	Operations
A	Director of External Relations
A	Director of Governance
A	Director of People & Projects
B	Head of Communications
	Finance and Resources
A	Chief Operating Officer (COO)
	IT & Data
B	Director of IT, Systems & Data
B	Head of Procurement
C	Projects Manager
	Estates
B	Head of Estates
C	Regional Facilities Manager
C	Projects Manager
	Finance
B	Finance Director, Schools (Schools FD)
B	Financial Controller (FC)

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	**Level for items within budget (per item)**				
	Board/RAC	Board/RAC	>1,000	>1,000	>1,000
	MD	MD	<1,000	<1,000	<1,000
	Level A – Management Team Members	Level A – Regional Directors Management Team Members	<250	<250	<250
	Level B – Designated Head of Teams	Level B – Principals	<25	<25	<25
	Level C – Designated Team members	Level C - RFD's and Designated head of Departments*	<10	<10	<10
	Level for items not within budget (per item)				
	Board/RAC	Board/RAC	>250	>250	>250
	MD	MD	<250	<250	<250
	Level A – Management Team Members	Level A – Regional Directors Management Team Members	<50	<50	<50
	Level B – Designated Head of Teams	Level B – Principals	None	None	None
	Level C – Designated Team members	Level C - RFD's and Designated Head of Departments	None	None	None

Delegated Duty	Delegated Authority per Appendix A		Primary Schools	Secondary & All-Through Schools	Central
	Central Team	**Schools**	**£000**	**£000**	**£000**
Recruit new members of staff (all central to be submitted to HR who will arrange for review)	**Recruitment (per individual) if roles within staffing budget – base salary**				
	Board/RAC	Board/RAC	>250	>250	>250
	MD	MD	<250	<250	<250
	Level A – Management Team Members	Level A – Regional Directors Management Team Members	<75	<75	None approve via HR
	Level B – Designated Head of Teams	Level B – Principals	<50	<50	None approve via HR
	Level C – Designated Team members	Level C – RFD's and Designated head of Departments	<10	<10	None approve via HR
	Recruitment (per individual) if roles outside staffing budget – base salary				
	Board/RAC	Board/RAC	>250	>250	>250
	MD	MD	<250	<250	<250
	Level A – Management Team Members	Level A – Regional Directors Management Team Members	<50	<50	<50
	Level B – Designated Head of Teams	Level B - Principals	<10	<10	None
	Level C – Designated Team members	Level C - RFD's and Designated Head of Departments	None	None	None

Delegated Duty	Delegated Authority per Appendix A		Primary Schools	Secondary & All-Through Schools	Central
	Central Team	Schools	£000	£000	£000
BACs Runs & Bank Account Cheques	Board/RAC	Board/RAC	>1,000	>1,000	>1,000
	MD plus one signatory from Central Finance Team	MD	<1,000	<1,000	<1,000
	Any approved signatory MD or COO or Schools FD (with express permission of MD or COO) plus one signatory from Central Finance Team	MD or COO or Schools FD plus any one approved signatory Regional Directors/RFDs/Principals	<250	<250	<250
BACs with Individual invoice > £50k	Any approved signatory MD or COO or FC or Schools FD plus one signatory from Central Finance Team	COO or Schools FD plus any one approved signatory Regional Directors/RFDs/Principals	<100	<100	<100
BACs with Individual invoice < £50k	Any two approved signatories Central Finance Team	Any two approved signatories (Regional Directors/RFDs/Principals/Finance Managers/Operations Managers/ Central Finance)	<100	<100	<100
Suppliers Direct Debits	Any two approved signatories (MD/COO/Schools FD/FC)	Any two approved signatories (MD/COO/Head of Financial Accounting/Schools FD/FC)	>1,000	>1,000	>1,000
Monthly Credit Cards	Central Teams	Schools	<5	<10	<10
Disposal of assets	Board/RAC	Board/RAC	>30	>30	>30
	MD or COO	MD or COO	<30	<30	<30
	Director of IT, Systems & Data, Head of Estates or COO	Director of IT, Systems & Data, Head of Estates or COO	<10	<10	<10
Bad Debts Write-off	Board/RAC	Board/RAC	>45	>45	>45
	MD or COO	MD or COO or Schools FD	< 45	<45	<45
	Schools FD / 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 - as per the Appendix B, the Director retains ultimate accountability for the spend in that area.

*There are two exceptions to the Requisitions for Orders/Invoices/Contracts "within budget," the Head of Estates and Director of IT, Systems & Data all have approval at Level B extended to £100,000 due to the nature of spend within their areas. This is specifically approved by the MD and COO.

The COO has authority up to MD level in MD absence.

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