the **enquire**
learning trust

Scheme of Delegation
September 2019

Enquire Learning Trust
Ever Curious, Always Learning

Contents

Version History

Date	Author	Version	Comment
19th July 2019	Board of Trustees		

1. Rationale

The underlying principles for this Scheme of Delegation are;

That all academies are in a partnership of equals irrespective of their length of membership.

- The Trust is a registered charity and it remains true to its aims and objectives
- The Trust is mindful that their function is to ensure that all statutory obligations are met

2. General Information

Values and ambitions

We believe that all learners can be powerful learners when given access to good learning experiences. We want pupils and the academies they attend to be confident, successful and ambitious.

We envisage a Trust where well led, highly skilled and committed professionals collaborate, learn and innovate together to ensure that all academies are successful and where all learners have access to effective and innovative provision that meets their needs and aspirations.

We want to add value to achievement and raise standards. We also want to change lives. We know this requires our provision and our practice to be world class – because of the distance we have to travel, we understand that good will not be good enough and that we need to develop a shared appreciation of excellence and then strive to enact this every day.

We need to show that we take learning seriously and work together to create a vibrant culture in which this can happen. We know that it's what we do that counts and that our thinking must be visible in classrooms if it is to have leverage. Pupils are at the forefront of all that we do and aspire to do. We need to take serious steps to engage them, to hear their voice in authentic ways and then to use their insight and expertise to develop radical pedagogies that taps into their passions and interests and use the potential of emergent technologies.

Members

Members are the ultimate layer of governance in the Trust. They appoint and remove Trustees, amend our Articles of Association and hold our Trustees to account.

Trustees

The Trustees set the strategic direction and strategy for the Trust. They hold Directors to account, ensure financial efficiency and probity and ensure the Trust is legally compliant. The Board is governed by non-executive Trustees constituted under a Memorandum of Association and Article of Association. The Trustees are responsible for ensuring that high standards of corporate governance are maintained. The Trustees exercises their powers of functions with a view to fulfilling a largely strategic leadership role in the running of the academies. This affords greater opportunities for collaboration not only with regards to teaching and learning but also in terms of the management of each academy, including the procurement of goods and services.

The Trustees are also governed by the terms of any Funding Agreement that are in place and the Academies Financial Handbook (AFH).

Academy Improvement Committee

The Academy Improvement Committees are a sub-committee of the Trustees. The role of the Academy Improvement Committee (AIC) is to carry the Trust's vision, values, policies, priorities and in addition, to develop the local community links.

The Academy Improvement Committees are made up of members who are expected to question, challenge and support the academy's leadership.

Directors

The Trust Directors are appointed to manage the business and academy improvement strategies of the Trust within the parameters set by Trustees. Working within these parameters, Directors have the responsibility for the day to day management of the Trust's operations and Academy improvement.

Directors are invited to attend termly Trustee meetings as and when required

Composition of Academy Improvement Committees

Type of Member	Number	Term of Office	How they are elected
Principal	1	Indefinite	By the Board of Trustees
Staff	1	Indefinite	By the Board of Trustees
Parent	1	Until their child leaves the academy	By the Board of Trustees
Community	2	4 years	By the Board of Trustees
Clerk	1	Indefinite	By the Board of Trustees

3. Central Functions

As part of the Trust we aim to have the greatest amount of impact with efficacy. A contribution of 4.5% and £22,750 from each academy's GAG income enables access to a whole range of functions and services provided or procured centrally.

Named authority

Board of Trustees	Trustees
Chief Executive Officer / Accounting Officer	CEO/Darren Holmes
Chief Finance Officer	CFO/Jodie Younger
Directors	Paul Kennedy - Director of Business and Development Liz Thompson - Director of Governance and Development Lauren Pilgrim- Director of Human Resource Brett Webster - Director of Information Technology Jaimie Holbrook - Director of Improvement and Effectiveness (Development Lead)

	Rebecca Clayton - Director of Improvement and Performance (Development Lead)
Central Team	Sara Gartshore – Chief Admin Officer
	Kerrie Birch – Trust Admin Apprentice
	Michelle Baker – Trust Finance Officer
	Simon Thompson – Payroll Officer
	Holly Robinson – Payroll Assistant
	Jamie McGuire – Estates Officer
	Lynsey Freear – Responsible Officer
	Alison Semley – Data and Intelligence Officer

4. Financial Delegated Authority

Financial Delegated Authority
Budget Setting
Annual budgets require authorisation by the Chief Financial Officer prior to being presented to Trustees for approval via the Audit, Risk and Finance committee. Directors and the Central Team must seek approval from the CFO for all expenditure relating to the central function via the Chief Admin Officer – in line with procurement limits set out below. Principals will submit their Academy Improvement Plan and Summary SEF with relevant costings to the Standards Committee before the end of September each year. AIP must include a financial summary outlining expenditure. Academy staffing costs must be at or below 80% staffing ratio in relation to their GAG, pupil premium, early years, SEN and catering income. Any staffing costs over the 80% threshold must be approved by the CFO.

Delegated Duty	Value	Delegated Authority	Comment
All procurement must be carried out in compliance with the principles of the EU Treaties, include the free movement of goods (Article 28 of the EC Treaty), the right of establishment (Article 43), the freedom to provide services (Article 49), non-discrimination and equal treatment, transparency, proportionality and mutual recognition. For most goods and services where contracts will have a value over their lifetime in excess of the OJEU threshold, a strict procedure must be followed in compliance with the Public Contracts Regulations 2006 and related regulations. Data Protection Officer (Liz Thompson) to be involved in all new contracts or contract renewals to ensure GDPR compliance			
Approving adverse variances compared to the most recent budget or forecast	Unlimited	Chief Financial Officer	Reports to Audit Risk and Finance Committee
Ordering good and services (including advertising of	Up to £2,499	Principal	All expenditure to be in line with the principles of best value. If possible 3 quotes should be obtained in order to benchmark costs.

tenders and award of contracts)	Up to £9,999	Principal	Expenditure between to £2500 to £49,999 require 3 written quotations
	£10,000 - £19,999	CFO	Any contracts over £10,000 must be uploaded onto Contracts Finder
	£20,000- £49,999	CFO or Director of Business and Development	Expenditure over £20,000 to be approved by CFO to be presented to Trustees.
	£50,000 - £181,302	Director of Business and Development	Expenditure over £50,000 to be put out to tender. Competitive tendering can be considered below this figure and presented to Trustees.
	£181,302 and above	Director of Business and Development	Contracts over EU thresholds for the time being (for guidance refer to www.ojec.com/Thresholds.aspx) to follow a compliant process under the Public Contract Regulations 2016 and subsequent legislation
Capital Projects	All projects	Director of Business and Development	Annual capital programme to be approved by Trustees
To determine services to be included in Operational Services Framework	All services	Trustees	All academies to operate under the Operational Services Framework. Academies must use services provided centrally.

Delegated Duty	Value	Delegated Authority	Comment
Authorising monthly salary payments	Unlimited	CFO and Director of Business and Development	All significant variances to be reported to Trustees
Signatures for Cheques, BACS payment Authorisations and other bank transfers	Up to £10,000	Any two signatures in line with the Bank Mandate	Cheques only to be used in an emergency
	Any amounts over £10,000	Two signatures in accordance with the bank mandate	
Signatories for grant claims and DfE Returns	Unlimited	Signatories from the following (as required): Accounting Officer Director of Business and Development CFO	Signatories as required by DfE / ESFA

Delegated Duty	Value	Delegated Authority	Comment
Disposal of assets	Up to £500	Principal	CFO to report to Trustees
	Over £500	CFO	Prior approval from Trustees via CFO
	Over £20,000 (if purchased via grant) and disposal of land and buildings	CFO and Secretary of State	Prior written consent from Secretary of State of Education via the CFO
Write-off bad debts	Up to £1000	CFO	
	Over £1,000	Trustees CFO plus DfE/ESFA approval (where the debts are more than 1% of total annual income or £45k (whichever is smaller), per single transaction, cumulatively 5% of total annual income as long as have 2 years of timely unqualified submitted accounts).	Report to Trustees
Write-off overpayments to staff	Up to £1,000	CFO	Limit as per ESFA apply as included in write off of bad debts.
Purchase or sale of freehold property	Any	Trustees, CEO plus DfE approval required	Secretary of State approval required
Granting or taking up of any leasehold or tenancy agreement exceeding 3 years	Any	Trustees, CEO plus DfE approval required	Secretary of State approval required

Any guarantees, indemnities and letters of comfort entered into	Any	Trustees, CEO plus DfE approval required	
Ex-gratia payments	Any	Trustees, CFO plus DfE approval required	
Severance Payment	Up to £50,000	CEO	Termly reports provided to Trustees Any severance payment in excess of £50,000 must be referred to Secretary of State of Education.
ICT Procurement	Any	Director of ICT	All procurement of ICT must be through the Director of ICT

5. HR Levels Of Authority

HR Levels of authority	
APPOINTMENTS	
All appointment panels must contain at least one member who has undertaken Safer Recruitment Training. The CEO may nominate an alternative representative if they are unavailable to make up a panel. **All academy based appointments require prior approval from CFO and Director of HR.**	
CEO	Board of Trustees
Director of Business and Development/Chief Financial Officer	Trustee, CEO and 1 other as determined by the CEO
Directors	Trustee, CEO and 1 other as determined by the CEO
Principal	Trustee/CEO, Director and 1 other as determined by the CEO
Vice Principals	CEO, Principal and 1 other as determined by the CEO
Assistant Principals and SLT Support Staff	Principal, Vice Principal and 1 other as determined by the Principal
TLR Posts (existing post)	Principal
All other Teaching posts	Principal and 1 other as determined by the Principal
All Support Staff posts (other than SLT posts)	Principal and 1 other as determined by the Principal

DISCIPLINARY CASES AND DISMISSALS		
For all disciplinary cases and dismissals the following delegation model shall apply :		
Disciplinary Capability (professional competence) Ill Health Capability Redundancy. (The Board will have determined that there is a Redundancy situation) Some other substantial situation		
For all disciplinary cases and dismissals the following delegation model shall apply:		
Posts	**Delegated Authority**	**Appeal**
CEO	Board of Trustees	3 Trustees
Directors including CFO	Trustee or CEO	3 Trustees
Principal	Trustee or CEO	3 Trustees
Vice Principal and SLT Members	Trustee or CEO	CEO or Trustee
All other Academy posts	Principal	Director, Director of HR/nominated person, Governor
All other Central team posts	Director of HR or CEO	Trustee, CEO, Director of Business and Development

GRIEVANCE		
Posts	**Delegated Authority**	**Appeal**
CEO	Board of Trustees	Chair of Trustees
Directors	Trustee or CEO	Trustees
Principal	Director of HR or CEO	Trustee, CEO or Director
Vice Principal/SLT Member	Principal	Director of HR, Governor,
All other Academy posts	Principal	Governor, Director of HR/nominated person
All other Central team posts	Director of HR or CEO	Trustee / CEO

OTHER HR FUNCTIONS	
Function	**Delegated Authority**
All settlements agreements	Principal and Director of HR to agree terms – CEO to approve. Report to be received by Trustees
Teachers Pay – Threshold/UPS	Principal with Director for improvement
Staffing restructures	CFO, Director of HR and Principal (where appropriate)
Decision to make Redundancies	Principal and Director of HR
Authorisation of redundancy/early retirement payments	CFO or Director of HR
Determination of CEO's salary/pay grade	Trustees on recommendation from Audit, Risk and Finance Committee
Determination of pay progression of Principal	CEO reported to the Audit, Risk and Finance Committee and Trustees on the basis of Performance Management
Determination of pay progression of Directors	CEO recommendation to the Audit, Risk and Finance Committee to be agreed by the Trustees on the basis of Performance Management
Determination of pay progression of teaching posts	Principal on agreement with the Director of Improvement on the basis of Performance Management
Variation to contracts of employment	Principal with involvement from Director of HR

Administration of employment contracts, pay and conditions of services (with the exception of previous delegated authorities)	Director of HR (with reference to the CEO, CFO or Director of Business and Development as appropriate)
To ensure that the apprenticeship levy is used effectively, and impact is reported to Trustees	Principal and Director of HR
To ensure all staff have access to the Trust professional development offer	CEO and Principal

6. Operational Level of Authority

Operational Level of authority		
Delegated Duty	**Delegated Authority**	**Comment**
Admissions	Principal	All academies will follow the Trust's admission policy
Health and Safety	Director of Business and Development	It is the responsibility of the Trustees to ensure that health and safety laws are adhered to and the appropriate health and safety certificates are in place. The operational compliance of this function will be delegated on a day to day basis to the Director of Business and Development and their team.
Income Generation	Principal	
Insurance	Director of Business and Development	Insurance for our academies will be procured through the government's RPA scheme unless agreed otherwise by the Director of Business and Development.
Staff absence insurance	Director of HR	To ensure all academies have appropriate cover in place with the correct provider
Investments	Trustees	CFO continuously reviews investment options and reports to the Trustees
Permanent Exclusions	Principal and Academy Improvement Committee	All academies will follow the Trust's Exclusions Policy for permanent exclusions and, where possible, work with the Local Authority to ensure independent permanent exclusion appeals.
Published Admission Number (PAN)	Trustees	The PAN must be set each academic year. There are consultation requirements where the PAN is being amended.
Service Level Agreements / Contracts	Director of Business and Development	Depending on the context of each academy, each academy may have different SLAs / Contracts in place. It is the responsibility of the Business Manager, working with the Director of Business and Development or CFO, to manage local SLAs and contracts. From time to time the Trust may procure SLAs on behalf of all academies as part of a best value review.
Safeguarding	Principals	Trustees will, in respect of each academy, act in accordance with, and be bound by, all relevant statutory and regulatory provisions for safeguarding. All academies will follow Trust's policy on safeguarding.
Development of Trust wide policies	Directors	Changes to policies ratified by Trustees

Development of Academy policies	Principal	
Appeals	Academy Improvement Committee	All appeals to be carried out by Academy Improvement Committee with support from Trust

Academy Improvement		
Delegated Duty	**Delegated Authority**	**Comment**
Development of Curriculum Policy	Principal	Principals are responsible for developing a curriculum policy with the support from Directors (Development Leads)
Approval of Curriculum Policy	CEO	Each Curriculum policy should be submitted with the Academy Improvement Plan and SEF by the end of September
To ensure and assure high standards of teaching for all pupils	Principal	
Approval of Academy Improvement Plan	Trustees	All plans to be submitted with a fully costed staffing structure by the end of September
Approval of Self Evaluation	Trustees	All plans to be submitted by the end of September
To ensure that pupils with additional needs are identified and appropriate provisions are in place	Principal	With support from Trust SEND Support Officer

To be accountable for pupils' outcomes	Principal	Monitored through the Director of Improvement role (Development Leads). Details reported by Directors of Improvement at each Standards committee (3 times per year)
Establishment of CPD/INSET days	Principal	
Educational Visits	Principal	Must be submitted on Evolve
Monitoring and projecting pupil numbers	Principal	Must be submitted to the Trust on an annual basis each September. Where there is a 10% increase or decrease on pupil numbers for a 1 and 2 form entry school the Development Lead must be notified. Where there is a 5% increase or decrease on pupil numbers for a 3 form entry school the Development Lead must be notified.

Governance		
Delegated duty	**Delegated authority**	**Comment**
To appoint (and remove) Members of the Academy Improvement Committee	Board of Trustees	
To appoint and agree clerking agreements	Director of Governance	
To maintain Single Central Record in line with statutory regulation	Principal	Must be on the Trust template
To amend the academy day or holidays	CEO	Principals to prepare a business case and submit to Directors (Development Leads)
To ensure that the academy website is up to date with all statutory requirements	Principal	
To ensure that all Trust policies and procedures are followed and any breaches are reported to the Trust	Principal	