



**Scheme of Delegation  
September 2018**

## **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

## **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 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 governors 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	4 years	By the Board of Trustees
Community	2	4 years	By the Board of Trustees
Clerk	1	Indefinite	By the Board of Trustees

### 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	CEO/Darren Holmes
Chief Finance Officer	CFO/Jodie Younger
Directors	Ronnie Woods - Director of Research and Development  Paul Kennedy - Director of Business and Development  Liz Thompson - Director of Governance and Development  Lauren Stones - Director of Human Resource  Brett Webster - Director of Information Technology  Jaimie Holbrook - Director of Improvement and Effectiveness

	Rebecca Clayton - Director of Improvement and Performance
<b>Central Team</b>	Vacancy – Trust Admin Officer Vacancy – Office Apprentice Michelle Baker – Trust Finance Officer Simon Thompson – Payroll Officer Holly Robinson – Payroll Assistant Sofia Beevers – HR Officer Jamie McGuire – Estates Officer Lynsey Freear – Responsible officer

Financial Delegated authority
Budget Setting
<p>Annual budgets require authorisation by the Chief Financial Officer prior to being presented to Trustees for approval via the Audit, Risk and Finance committee</p> <p>Directors and the Central Team must seek approval from Chief Finance Officer for all expenditure relating to the central function via the Trust Admin Officer – in line with procurement limits set out below.</p> <p>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.</p> <p>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 CFO.</p>

Delegated Duty	Value	Delegated Authority	Comment
<p>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.</p> <p>Data Protection Officer ( Liz Thompson) to be involved in all new contracts or contract renewals to ensure GDPR compliance</p>			
<b>Approving adverse variances compared to the most recent budget or forecast</b>	Unlimited	Chief Financial Officer, Director of Business and Development and Trustees	
<b>Ordering good and services (including advertising of tenders and award of contracts)</b>	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.
	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 and 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.
	£181,302 and above	Director of Business and Development	Contracts over EU thresholds for the time being (for guidance refer to <a href="http://www.ojec.com/Thresholds.aspx">www.ojec.com/Thresholds.aspx</a> ) to follow a compliant process under the Public Contract Regulations 2016 and subsequent legislation
<b>Capital Projects</b>	All projects	Director of Business and Development	Annual capital programme to be approved by Trustees
<b>To determine services to be included in Operational Services Framework</b>	All services	Trustees	All academies to operate under the Operational Services Framework. Academies must use services provided centrally.

Delegated Duty	Value	Delegated Authority	Comment
<b>Authorising monthly salary payments</b>	Unlimited	Chief Finance Officer and Director of Business and Development	
<b>Signatures for Cheques, BACS payment Authorisations and other bank transfers</b>	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	
<b>Signatories for grant claims and DfE Returns</b>	Unlimited	Signatories from the following (as required):  Accounting Officer  Director of Business and Development  CFO	Signatories as required by DfE / EFA

Delegated Duty	Value	Delegated Authority	Comment
<b>Disposal of assets</b>	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 CFO



<b>Write-off bad debts</b>	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
<b>Write-off overpayments to staff</b>	Up to £1,000	CFO	Limit as per ESFA apply as included in write off of bad debts.
<b>Purchase or sale of freehold property</b>	Any	Trustees, CFO plus DfE approval required	Secretary of State approval required
<b>Granting or taking up of any leasehold or tenancy agreement exceeding 3 years</b>	Any	Trustees, CFO plus DfE approval required	Secretary of State approval required
<b>Any guarantees, indemnities and letters of comfort entered into</b>	Any	Trustees, CFO plus DfE approval required	
<b>Ex-gratia payments</b>	Any	Trustees, CFO plus DfE approval required	
<b>Severance Payment</b>	Up to £50,000	Trustees	Any severance payment in excess of £50,000 must be referred to Secretary of State of Education.

<b>HR Levels of authority</b>	
<b>APPOINTMENTS</b>	
<b>All appointment panels must contain at least one member who has undertaken Safer Recruitment Training. The Chief Executive may nominate an alternative representative if they are unavailable to make up a panel</b>	
Chief Executive	Board of Trustees
Director of Business and Development/Chief Financial Officer	Trustee, Chief Executive and 1 other as determined by the Chief Executive
Directors	Trustee, Chief Executive and 1 other as determined by the Chief Executive
Principal	Trustee/Chief Executive, Director, Member from the Academy Improvement Committee and 1 other as determined by the Chief Executive
Vice Principals	Trustee/Chief Executive, Director, Member from the Academy Improvement Committee and 1 other as determined by the Chief Executive
Assistant Principals and SLT Support Staff	Principal, Vice Principal and 1 other as determined by the Principal
TLR Posts (existing post)	Principal and Director Academy improvement
All other Teaching posts	Principal (or nominated representative), Director (including HR) and CFO
All Support Staff posts (other than SLT posts)	Principal, Line Manager of Post and Director(HR) or other determined by HR/Principal

<b>DISCIPLINARY CASES AND DISMISSALS</b>		
<b>For all disciplinary cases and dismissals the following delegation model shall apply :</b>		
Disciplinary Capability (professional competence) Ill Health Capability Redundancy. (The Board will have determined that there is a Redundancy situation) Some other substantial situation		
<b>For all disciplinary cases and dismissals the following delegation model shall apply:</b>		
<b>Posts</b>	<b>Delegated Authority</b>	<b>Appeal</b>
Chief Executive	Board of Trustees	3 Trustees
Directors including CFO	Trustee or Chief Executive	3 Trustees
Principal	Trustee or Chief Executive	3 Trustees

Vice Principal and SLT Members	Trustee or Chief Executive	Chief Executive or Trustee
All other Academy posts	Principal	Director, Director of HR/nominated person, Governor
All other Central team posts	Director of HR of Chief Executive	Trustee, Chief Executive, Director of Business and Development

<b>GRIEVANCE</b>		
<b>Posts</b>	<b>Delegated Authority</b>	<b>Appeal</b>
Chief Executive	Board of Trustees	Chair of Trustees
Directors	Trustee or Chief Executive	Trustees
Principal	Director of HR or Chief Executive	Trustee, Chief Executive 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 Chief Executive	Trustee / Chief Executive

<b>OTHER HR FUNCTIONS</b>	
<b>Function</b>	<b>Delegated Authority</b>
All compromise agreements	Principal and Director of HR to agree terms – Trustees to approve.
Teachers Pay – Threshold/UPS	Principal with Director for improvement
Staffing restructures	Director of HR, Director of Business and Development, CFO and Principal (where appropriate)
Re-grading/Re-designation/increase/decrease in hours	<ul style="list-style-type: none"> <li>• Board on the recommendation of the Finance Committee</li> <li>• Chief Executive</li> <li>• Director of HR to report to Directors and Trustees</li> </ul>
Decision to make Redundancies	Principal and Director of HR
Recruitment to ALL posts (including existing)	Principal, Director for HR and CFO
Authorisation of redundancy/early retirement payments	CFO or Director of HR
Determination of Chief Executive's salary/pay grade	Trustees on recommendation from Audit, Risk and Finance Committee
Determination of pay progression of Principal	Chief Executive reported to the Audit, Risk and Finance Committee and Trustees on the basis of Performance Management
Determination of pay progression of Directors	Chief Executive 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 Chief Executive, 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	Chief Executive, Director of Business and Development and Principal

<b>Operational Level of authority</b>		
<b>Delegated Duty</b>	<b>Delegated Authority</b>	<b>Comment</b>
Admissions	Principal	All Academies will follow the Trust's admission policy
Health and Safety	Board of Trustees	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	Trustees	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	
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 Director for Improvement (Development Leads)
Approval of Curriculum Policy	Chief Executive	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)
Agreement of CPD/INSET days	Principal	
Academy trips	Principal	Must be submitted on Evolve

<b>Governance</b>		
<b>Delegated duty</b>	<b>Delegated authority</b>	<b>Comment</b>
To appoint (and remove) Members of the Academy Improvement Committee	Board of Trustees	Director of Governance to support
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	Chief Executive	Principals to prepare a business case and submit to Director of Improvement (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	