



## **Scheme of Delegation**

<b>Date Created</b>	<b>Author</b>	<b>Date Adopted</b>	<b>Implementation Date</b>	<b>Reviewed</b>	<b>Date for Next Review</b>
September 2017	S Allan	Autumn 2017	January 2018	September 2025	September 2026

## Contents

Subject	Page Number
Contents	1
Vision	2
Introduction	2
Members	3
Trustees	3
Individual Roles	4
Sub-Committees:	
Finance, Staffing, Audit and Risk Committee	6
Personnel and Performance Management Committee	9
Appeals Committee	10
Local Governing Bodies	10
Governance Structure	12
<u>Levels of Delegation:</u>	
Governance	13
Appointments	14
Resignation	15
Disciplinary, Grievance, Capability and Ill Health Absence	16
Restructure, Redundancy Process, Re-Grading, Re-Designation and Compromise Agreements	17
Performance Related Pay Decisions	18
Performance Management Arrangements	20
Financial Delegation	20
Financial Levels of Authority	22

## Vision

Inspire Multi Academy Trust is committed to providing the highest standards within its family of schools. It has clear aims, clarity of purpose and a vision that is shared by all stakeholders. The core aim is to create and foster a culture of high aspiration within all stakeholders and to enable and empower pupils to achieve to the highest levels regardless of their social or economic background.

The Trust will strive for excellence in everything it seeks to achieve across all participating schools, particularly in attainment and progress, the quality of teaching and leadership and management. Lifelong learning is at the heart of the Trust's values and is reflected by the engagement of all stakeholders in developing and improving learning while providing outstanding progress and achievement for all.

## Introduction

The Board of Trustees is required to approve a governance structure for the Trust to operate under, which must be:

- compliant with DfE requirements, company and charity law;
- scalable and adaptable to growth or change within the Trust;
- reviewed annually by the Board of Trustees or as required in response to significant change.

The governance structure complies with the DfE's Academy Trust Handbook and its Articles of Association.

All members, trustees and local governors must adhere to the 'Nolan Principles' of public life which are:

- **Selflessness**  
Holders of public office should act solely in terms of the public interest. They should not do so to gain financial or other benefits for themselves, their family or their friends.
- **Integrity**  
Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- **Objectivity**  
In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability**  
Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness**  
Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
- **Honesty**  
Holders of public office have a duty to declare any private interest relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership**  
Holders of public office should promote and support these principles by leadership and example.

All members, trustees and local governors are encouraged to attend training regularly and review their training needs annually. The Trust will arrange training via local service arrangements with a chosen provider.

## Members

The Trust is governed by the Board of Members constituted under a Memorandum of Association and Articles of Association.

The Members are responsible for:

- Approving the Articles of Association
- Recruitment and Appointment of Members
- Appointment of external auditors
- Recruitment, appointment and removal of Trustees
- Securing the highest standards of accountability from Trustees for the provision of all pupils in the Multi Academy Trust (MAT)
- Holding the Board of Trustees to Account for performance and standards within academies.

The Trust has five Members. A Member counts towards the quorum by being present in person, by video, conference call or by proxy. Three persons entitled to vote upon the business to be transacted, each being a member or a proxy of a member shall constitute a quorum. Should there be temporary periods of time with three members then two shall constitute a quorum.

## Trustees

Trustees are responsible for:

- ensuring regularity and propriety in the use of Trust funds.
- taking ownership of the Trust's financial sustainability and ability to operate as a going concern.
- delivering the charitable objectives of the Trust.
- strategically controlling the organisation and managing the charitable assets.
- ensuring compliance with the Trust's duties under company law and charity law and agreements made with the DFE including the funding agreement.
- the determination and educational character and vision, ethos and strategy of the Trust.
- ensuring the solvency of the Trust company and charity and safeguarding its assets and delivering its charitable outcomes.
- ensuring the continued charitable status of the Trust.
- setting key strategic objectives and targets and reviewing performance against these.
- determining the Trust development plan and reviewing all Academy development plans.
- the approval of all statutory policies that are common to all Academies within the Trust.
- ensuring that the year-end accounts are submitted to members for approval.
- entering all contracts on behalf of the Trust.
- the approval of annual budgets of income and expenditure for the Trust at the beginning of the academic year.
- to authorise income and expenditure in line with the Scheme of Delegation.
- the appointment or dismissal of the Chief Executive Headteacher (CEHT), Lead Headteacher or Headteacher. In the case of Headteachers, representatives of the Local Governing Body (LGB) may be involved.
- intervening as appropriate in any Academy at risk of underperformance; and
- Determination of the establishment, constitution, membership, proceedings and delegated powers and functions of the LGB and committees and their annual review and revision.
- Keep under review staff workload, work-life balance, working conditions and well-being, including the monitoring of absence.

The Trust has a maximum of nine Trustees with a range of responsibilities including the CEHT. The quorum for meetings of the Board of Trustees will be three Trustees voting in person, by video or tele-conference. The term of office for all Trustees will be four years, save that this time limit shall not apply to any post, which is held ex-officio. Other people may be invited to meetings as and when required.

Where an issue is being discussed that directly affects a Trustee or meeting attendee, an interest must be declared and the individual must withdraw from the meeting. Any Trustee may attend any of the Trust Board or LGB meetings.

The Head of Governance and Compliance will clerk meetings of Members and Trustees and its committees and ensure that the minutes are included as an agenda item for consideration and approval at the next appropriate meeting. All decisions made by committees with delegated powers must be reported to the next full meeting of the Trust Board.

The Chair of the Board of Trustees will be elected at the first meeting of the academic year. Chairs of each sub-committee will be elected at the first meeting of the academic year.

## **Individual Roles and Responsibilities**

### The Role of the Chair of the Board of Trustees

1. Ensure the strategic direction of Inspire Multi Academy Trust whilst offering effective support and challenge at all levels of the organisation.
2. To ensure the business of the Board is conducted properly, in accordance with legal requirements.
3. To ensure any decisions taken are done so in accordance with the scheme of delegation.
4. To ensure meetings are run effectively, focusing on priorities and making the best use of time available.
5. To ensure that all attendees have an equal opportunity to participate in discussion and decision-making.
6. To establish and foster an effective relationship with the CEHT and Headteachers within the Multi Academy Trust based on trust and mutual respect for each other's roles.
7. The Chair has an important role in ensuring that the Board of Trustees act as a sounding board to the CEHT and Headteachers within the Multi Academy Trust and provides strategic direction.
8. Exercise emergency powers as and when required.

### The Role of the CEHT and Accounting Officer

The CEHT will ensure that all the academy trust's property and assets are under the control of the trustees and measures are in place to prevent losses or misuse and give assurances of high standards and probity in the management of public funds.

1. Ensure the strategic direction of Inspire Multi Academy Trust.
2. offer effective support and challenge to executive staff and school leaders.
3. To ensure the business of the Board is conducted properly, in accordance with legal requirements.
4. To ensure any decisions taken are done so in accordance with the scheme of delegation.
5. To establish and foster an effective relationship with the Chair of the Board, Chair of the Local Governing Bodies and Headteachers within the Multi Academy Trust based on trust and mutual respect for each other's roles.
6. To effectively deploy the staff and resources of the trust as required.
7. To provide a written report on areas of responsibility to the Trust Board on at least a termly basis.
8. To ensure any decisions taken are done so in accordance with the scheme of delegation.

### The Role of the Chief Finance and Operations Officer and Chief Finance Officer

The Chief Finance and Operations Officer will ensure that sound and appropriate financial, governance and risk management arrangements are in place, preparing and monitoring of budgets and ensuring the delivery of annual accounts.

1. Support the strategic direction of Inspire Multi Academy Trust.
2. Offer effective support, advice and guidance to the CEHT, Board and Local Governing Bodies.
3. Preparation and monitoring of the Academy budgets ensuring sound and effective financial management.
4. To ensure business transactions of the Board are conducted properly, in accordance with legal and delegation requirements.
5. To establish and foster an effective relationship with the Chair of the Board, CEHT and Headteachers within the Multi Academy Trust based on trust and mutual respect for each other's roles.
6. To ensure written reports are presented to the Trust Board in line with the requirements in the Academy Trust Handbook.
7. To ensure any decisions taken are done so in accordance with the Academy Trust Handbook, the Trust

scheme of delegation and in accordance with value for money principles.

8. Offer effective support and training to the Head of Finance and Operations and school admin team.

### The Role of the Lead Headteacher

1. Support the strategic direction of Inspire Multi Academy Trust.
2. Offer effective support and challenge to school leaders.
3. Be deployed to mentor and support Headteachers and Leaders in academies.
4. To raise the standards of attainment and progress across the Trust, particularly where deployed into schools causing concern.
5. To establish and foster an effective relationship with the Chair of the Local Governing Bodies and Headteachers within each academy based on trust and mutual respect for each other's roles.
6. To monitor progress and attainment of disadvantaged pupils across the Trust and report findings to Trustees termly.
7. To provide a written report on areas of responsibility to the CEHT on at least a termly basis.
8. To ensure any decisions taken are done so in accordance with the scheme of delegation.
9. To deputise for the Chief Executive Headteacher, in their absence, assuming all delegated responsibilities included within the scheme of delegation.

### The Role of the Headteacher (schools with no Ofsted concerns)

1. Offer effective support and challenge to school leaders.
2. To raise the standards of attainment and progress within your academy.
3. To implement the agreed curriculum in line with Inspire curriculum policies.
4. To implement the agreed Inspire assessment cycle in line with Inspire assessment policies.
5. To establish and foster an effective relationship with the CEHT, Lead Headteacher and Chair of the LGB based on trust and mutual respect for each other's roles.
6. To provide a written report on areas of responsibility to the CEHT/Lead HT on at least a termly basis.
7. To ensure any decisions taken are done so in accordance with the scheme of delegation.

### The Role of the Headteacher (schools with Ofsted concerns)

With the support of the CEHT/Lead Headteacher or another allocated mentor:

1. Offer effective support and challenge to school leaders.
2. Raise the standards of attainment and progress within your academy.
3. Implement the agreed curriculum in line with Inspire curriculum policies.
4. Implement the agreed Inspire assessment cycle in line with Inspire assessment policies.
5. Establish and foster an effective relationship with the CEHT, Lead Headteacher and Chair of the LGB based on trust and mutual respect for each other's roles.
6. Provide a written report on areas of responsibility to the CEHT/Lead HT on at least a termly basis.
7. Ensure any decisions taken are done so in accordance with the scheme of delegation.

### The Role of the Head of Governance and Compliance as Governance Professional and Clerk to the Board

1. To work effectively with Members, the Chair of Trustees, CEHT, Trustees and Headteachers within Inspire Multi Academy Trust to support the Board and its Committees.
2. To advise the Trustees on Constitutional and Procedural Matters, duties and powers.
3. To convene meetings of the Board and its committees.
4. To attend meetings of the Trustees and ensure minutes are taken.
5. Ensure swift distribution of minutes.
6. To maintain a register of members of the Board and report vacancies to the Trustees.
7. To give and receive notices in accordance with relevant regulations.
8. To perform such other functions as may be determined by the Trustees from time to time.

## The Role of the Chair of a Committee

1. To ensure the business of the Committee is conducted properly, in accordance with legal requirements.
2. To ensure meetings are run effectively, focusing on priorities and making the best use of time available.
3. To ensure that all members have an equal opportunity to participate in discussion and decision-making.
4. To ensure any decisions taken are done so in accordance with the scheme of delegation.

## The Role of the Head of Governance and Compliance as Governance Professional and Clerk to Committees

1. To advise the Committee on procedural, compliance and legal matters.
2. To convene meetings of the Committee.
3. To attend meetings of the Committee and ensure minutes are taken.
4. Ensure swift distribution of minutes.
5. To perform such other functions with respect to the Committee as may be determined by the Trustees from time to time.

## **Sub-Committees**

The Trust Board will have sub-committees and the membership of the sub-committees will be reviewed and agreed by the Board of Trustees annually, or more regularly, as required. The quorum for each of the committees is three and only members of the committees may vote at committee meetings.

The chair of each committee will have a casting vote in the event of a tie. The committees will meet as often as is necessary to fulfil their responsibilities. The accounting officer (CEHT) and other relevant senior staff should routinely attend committee meetings as appropriate to provide information and participate in discussions. The committees may request attendance at meetings from persons who are not members of the committee such as Academy Headteachers, professional advisors and auditors to assist or advise when appropriate.

## **Finance, Staffing Audit and Risk Committee – Finance and Staffing Function**

Current Committee Membership	Role
Chris Graham	Committee Member
Emma Bolton	Committee Member
Howard Brown	Committee Member
Joanne West	Committee Member
Steve Ruffell	Committee Member
Allison McCully	Invitee – Non-voting
Stephen Brownhill	Invitee – Non-voting

## Role of Committee

The Finance, Staffing, Audit and Risk Committee has been established to ensure the financial stability of individual academies and the Academy Trust as a whole.

The Committee provides financial oversight for the organisation and is responsible for establishing sustainable staffing structures, budget setting, budget planning, financial reporting and the monitoring of internal controls and accountability policies.

The committee is responsible for recommending financial policies, goals, and budgets that support the mission, values, and strategic goals of the organisation. The committee also reviews the organisation's financial performance against its goals and proposes major transactions and programs to the board.

**Finance Functions:**

- in consultation with the CEHT, Chief Finance and Operations Officer, Headteachers and supported by the Head of Finance and Operations to draft the first formal budget plan of the financial year.
- approve the first formal draft budget plan of the financial year and present to the Board for ratification.
- to establish and maintain an up to date 3 to 5-year financial plan.
- to consider a budget position statement including virement decisions at least termly and to report significant anomalies from the anticipated position to the Trustees.
- to ensure that all schools operate within Financial Regulations.
- to monitor expenditure of all funds on behalf of the Board of Trustees.
- to make decisions in respect of service level agreements.
- to make decisions on expenditure following recommendations from other committees.
- to ensure that Health and Safety issues are appropriately prioritised.
- to advise the Trustees on priorities for the maintenance and development of all school premises including use by outside users in line with Health and Safety procedures.
- to oversee arrangements for repairs and maintenance; and
- In consultation with the CEHT, Chief Finance and Operations Officer, Head of Finance and Operations and Headteachers oversee premises-related funding bids.

**Staffing Functions:**

- to draft and keep under review the staffing structure in consultation with the CEHT and Headteachers;
- to oversee the process and collation of financial information leading to staff reductions and present this information to the Board to make decisions linked to reduction in staffing compliment; and

**Finance, Staffing Audit and Risk Committee – Audit and Risk Function**

Current Committee Membership	Role
Chris Graham	Committee Member
Emma Bolton	Committee Member
Howard Brown	Committee Member
Steve Ruffell	Committee Member
Allison McCully	Invitee – Non-voting
Joanne West	Invitee – Non-voting
Stephen Brownhill	Invitee – Non-voting

Role of Committee

The role of the committee is to advise the Board of Trustees on the adequacy and effectiveness of the Academies systems of internal control and its arrangements for risk management, control and governance processes and securing economic, efficiency and effectiveness (value for money).

This is an advisory body with no executive powers, however, it is authorised by the Board of Trustees to investigate any activity within its terms of reference.

It is authorised to seek any information it requires from any Members, Trustees, Committee or employee, plus relevant information from sub-contractors and other third parties. All parties are directed to co-operate with any request made by this committee.

#### Internal Scrutiny:

- agree programme of work of the Internal Assurance/Responsible Officer.
- consider the reports of the Internal Assurance/Responsible Officer and, when appropriate, advise the Board/Governing body of material control issues.
- monitor the implementation of agreed recommendations relating to Internal Assurance/Responsible Officer reports.
- review the adequacy of Multi Academy Trust's Risk Management Policy and Procedures and regularly review the risk register.
- monitor the implementation of Risk Management Action Plans.
- discuss with management and with the external auditor all proposed major changes in accounting policy, the presentation of all large risks or uncertainties and all estimates or judgements of management that may be material to financial reporting.
- investigate/discuss with the management team and external auditor any significant financial recording or presentation issues that were observed during the accounting period and the manner of their resolution; and
- examine the audited annual financial statements in conjunction with the management report of the external auditor, with reference to whether the statements:
  - oversight of information submitted to DfE and EFSA that reflect funding.
  - review an annual summary of findings, recommendations and conclusions.
  - properly reflect the significant accounting policies selected.
  - reflect estimates and other financial statement elements that are reasonable and consistent.
  - adequately disclose all major transactions and issues; and
  - Disclose all post year-end significant events, and are understandable, relevant, reliable and comparable.

#### External audit:

- determine whether the performance of the external audit is satisfactory and effective and meets the requirements of all schools within Inspire Multi Academy Trust.
- recommend to the Board the retention or replacement of the external auditor and, if the Committee recommends replacement, evaluate candidates for the appointment.
- review all issues related to any change of external auditor and the planned steps for an orderly transition.
- reviewing the terms of the external auditor's engagement, and the appropriateness and reasonableness of the proposed audit fees.
- review the audit plan with the external auditor and management; determine whether management has provided full and open disclosure to the auditor's enquiries; and
- Review problems experienced by the external auditor in performing the audit, including any restriction imposed by management and all significant accounting issues on which there was a disagreement with management, and review the post-audit or management letters containing the recommendation of the external auditor and reviewing management's response and subsequent follow up to all identified weaknesses.

#### Other responsibilities:

- review the Multi Academy Trust's arrangements in respect of whistleblowing and anti-fraud and corruption and make recommendations as necessary.
- ensure that all allegations of fraud and irregularity are properly followed up and control weaknesses addressed, including being notified of all cases.
- review the status of pending or threatened material litigation.

- ascertain whether the financial results and condition satisfy the criteria for lenders, material agreements, applicable laws and insurers.
- draw to the attention of the Trustees all financial matters of which the Committee has knowledge and which may materially affect the current or future position of all school within Inspire Multi Academy Trust.
- determine whether systems are in place to identify and monitor major business risks. The Chair will report to the Board as appropriate on the areas of major business risk.
- verify the establishment of policies and procedures for monitoring compliance with applicable laws and with the Trust's policies as to authorisation of expenditures, leases and contracts and otherwise, and ascertain their adequacy and levels of compliance.
- endeavour to identify to the Board matters that expose Trustees to claims for which Trustees could be held personally liable; and
- Publish a register of business and pecuniary interest for all Members, Trustees and Local Governors and hold a register of interests for all employees. Ensure declarations are renewed and updated annually by all parties. Seek approval for and disclose any related party transactions in line with the requirements of the DfE and Academy Trust Handbook.

### Personnel and Performance Management Committee

Current Committee Membership	Role
Emma Bolton	Committee Member
Howard Brown	Committee Member
Steve Ruffell	Committee Member

#### Role of Committee

The Personnel and Performance Management Committee closely monitor performance of employees and consider any recommendation for annual salary awards linked to performance.

The committee will deal with all matters concerning pay, discipline, capability, grievance or any other employee related issues.

#### Functions:

- to make any determination to dismiss any member of staff (*unless delegated to the Headteacher*);
- to make any decisions under the Trustees personnel procedures e.g. disciplinary, grievance, capability.
- to make any decisions relating to any member of staff, under the Trustees personnel procedures (*unless delegated to the Headteacher*).
- to make any decisions under the Trustees personnel procedures e.g. disciplinary, grievance, capability where the Headteacher is the subject of the action.
- to undertake hearings in respect to staffing issues, for example discipline, grievance, capability etc.
- to undertake staff reductions as required through redundancy proceedings.
- to consider the cases of individuals through sickness, grievance, discipline or capability proceedings.
- to consider any formal request linked to pay, grading or pay awards.
- to operate the annual performance management review process in line with the agreed policy.
- to consider the annual performance management reviews of staff and make decisions upon salary progression as part of the annual review of salaries (non-staff trustees only); and
- The agenda for Committee meetings shall be determined by the Chair of the Committee in consultation with other members of the Committee as appropriate and shall wherever possible be circulated in advance to persons attending the meeting and copied to the Chair of Trustees.

## Appeals Committee

Current Committee Membership	Role
Annette Parr	Committee Member
Chris Graham	Committee Member
Local Governor	Committee Member

### Role of Committee

The Appeals Committee offer a channel of appeal for employees whose case has been considered through the Personnel and Performance Management Committee, and where the employee has exercised a right of appeal.

#### Functions:

- to make any determination to dismiss any member of staff (*unless delegated to the Headteacher*).
- to make any decisions under the Trustees personnel procedures e.g. disciplinary, grievance, capability where the Headteacher is the subject of the action.
- to make any decisions relating to any member of staff, under the agreed personnel procedures (*unless delegated to the CEHT or Headteacher*).
- to make any determination or decision under the Trust Complaints Policy when the LGB cannot reach agreement.
- to make any determination or decision in respect of National Curriculum disapplication, and the operation of the Charging Policy when the LGB cannot reach agreement.
- to consider any appeal against selection for redundancy.
- to consider any appeal against a decision on pay grading or pay awards; and
- The agenda for Committee meetings shall be determined by the Chair of the Committee in consultation with other members of the Committee as appropriate and shall wherever possible be circulated in advance to persons attending the meeting and copied to the Chair of Trustees.

## Local Governing Bodies

Inspire MAT have established Local Governing Bodies (LGB) with delegated powers agreed within the Scheme of Delegation. All decisions made therefore must be in line with the agreed Scheme of Delegation. **The Board of Trustees retain the overall responsibility for governance within Inspire academies.**

Where a school/Academy joins the MAT with grade four from Ofsted/MAT review, the existing Governing Body may be replaced by an Interim Executive Board (IEB) if appropriate. The Board of Trustees will be responsible for determining the members of the IEB and in some instances, where their skills will add to capacity may include some members of the existing Governing Body.

Where a school/Academy joins the MAT following an Ofsted/MAT Review which has confirmed there are some areas of significant weakness, the LGB will have some delegated responsibilities along with a clear remit to provide support to the Headteacher.

Where a school/Academy joins the MAT and there are no concerns in the most recent Ofsted/MAT review, then the LGB may have additional delegated responsibilities.

Where an Academy is deemed to be at risk of failing its pupils, the Trust will exercise the right to reconstitute the LGB and appoint the majority of its members to ensure that the identified weaknesses can be effectively addressed. This may include the implementation of an IEB.

All local governors will serve a 4-year term of office. The LGB is constituted in accordance with the requirements set out by the Trust which shall include, as a minimum:

- Headteacher x1
- Staff Governor x1
- Parent Governor x2
- LA Governor x1
- Community or Co-Opted Governor as required with no maximum.

Parent Governors and Staff Governors will be sought through the process of nomination and election procedures.

The LGB operates several sub-committees to effectively deal with the business of the school, the membership of which is made up of members of the LGB.

The LGB will play a crucial role in driving forward attainment and progress in the school and offer appropriate challenge to the Headteacher.

Monitoring the performance of academies:

- to monitor assessment targets and data in line with Local and National standards, for EYFS, KS1 and KS2 for their school.
- to monitor progress made in their individual school ensuring they are in line with Local and National standards as well as monitoring identified groups e.g. Gender, FSM, SEN etc.
- ensure that all pupils' SEN requirements are met.
- to monitor and review the information about school performance and reporting to parents according to statutory requirements.
- through the role of Link Governor to monitor the implementation of the curriculum within their school.
- to monitor the pastoral care of all pupils in line with policies related to pastoral care; and
- To provide effective support and challenge to school leaders.

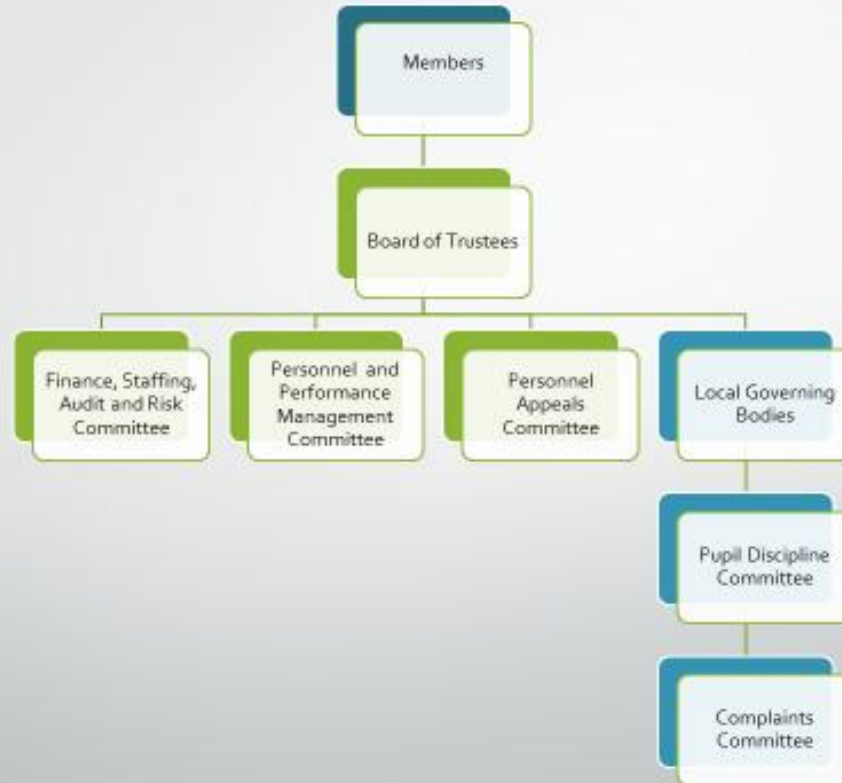
Consider and Address Complaints:

- to consider and handle complaints strictly in line with the Complaints Policy.

Consider and Address Cases of Pupil Discipline:

- to consider cases referred by the Headteacher; and
- To consider any permanent exclusions made by the Headteacher.

# Committee Structure



## Levels of Delegation

Governance	
Delegated Duty	Delegated Authority
Recruit, Appoint or remove Members or Trustees	Members
Remove Chair of the Trust Board or committees	Members
Appoint Chair of the Trust Board or committees	Trustees (elected annually or as required)
Appoint or Remove LGB Chairs	LGB (elected annually or as required) The Board of Trustees may intervene or provide additional support and challenge to an RI or inadequate school.
Appoint Company Secretary	Trustees
Appoint Clerk to Trust Board or Committees	Trustees
Agree or Revise the Company's Articles of Association	Members
Agree or Revise the Governance Structure	Trustees
Agree or Revise the Company's Scheme of Delegation	Trustees
Review the performance and effectiveness of the Trust Board	Members
Review the performance and effectiveness of LGBs	Trustees
Appoint an Internal Auditor	Trustees
Appoint an External Auditor	Finance, Staffing, Audit and Risk Committee – Review appropriateness of fees Members – Confirm appointment
Approve Trustees Report and Financial Statements	Trustees (Presented to Members in AGM)
Establish and keep under review risk management arrangements	Trustees Finance, Staffing, Audit and Risk Committee
Agree the Trust Vision statement and review periodically or in line with further growth	Trustees
Manage Freedom of Information Requests	CEHT, Headteachers, Trust Central Team/Data Protection Officer

## Appointments

- All appointment panels must contain at least one person who has undertaken Safer Recruitment Training.
- Appointment panels will be made up of a minimum of three persons from the identified groups below.
- Salary Range, Job description and Person Specifications will be agreed in advance of the recruitment exercise.
- The CEHT may nominate an alternative representative if they are unable to attend a panel.
- All applications will be processed through the HR function of the Trust.

Post	Appointed By
CEHT	Trustees
Lead Headteacher	CEHT, Trustees, Chair of LGB
Headteacher	CEHT, Trustees, Chair of LGB
Deputy Headteacher	CEHT, Trustees, Chair of LGB, Headteacher
Assistant Headteacher	CEHT, Trustees, Chair of LGB, Headteacher
Chief Finance and Operations Officer	CEHT, Trustees
Central Team Posts	CEHT, Trustees, Chief Finance and Operations Officer
TLR Posts and Teaching Posts	CEHT, Lead Headteacher, Headteacher, Chair of LGB and 1 other as determined by Headteacher  Schools who Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.
All Support Staff Posts (other than Central Team Posts)	Headteacher (or nominated deputy) and 2 others as nominated by Headteacher  Schools who Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.

**Resignation**

- Resignations must be in writing and indicate the period of notice and leaving date.

Post	Accepted By
CEHT	Chair of Trustees (to be discussed with the Board and Regional Schools Commissioner as soon as possible)
Lead Headteacher	CEHT
Headteacher	CEHT
Deputy Headteacher	Headteacher in consultation with CEHT
Assistant Headteacher	Headteacher in consultation with CEHT
Chief Finance and Operations Officer	CEHT
Central Team Posts	CEHT
TLR Posts and Teaching Posts	Headteacher/Lead Headteacher in consultation with the CEHT  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.
All Support Staff Posts (other than Central Team Posts)	Headteacher/Lead Headteacher in consultation with the CEHT  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.

## Discipline, Grievance and Ill Health Absence

- Agreed Trust policies will be used throughout proceedings.
- Employees of the Trust will not be included as part of an initial panel or appeal panel in any circumstances.
- Personnel and Performance Management Committee will consider referred cases with the Appeals Committee considering any appeals.
- Appeals panels will not include any persons with prior involvement or interest in the case.
- Representatives from LGBs may be used to form a quorum for an Appeal's panel where sufficient Trustees are not eligible to consider an appeal.
- In relation to allegations against staff, the allocated Case Manager **MUST seek advice** from the Designated Officer.
- The Head of Finance and Operations or HR provider will provide advice and guidance on policy and procedures to leaders and trustees at appropriate stages.

Case Against	Case Manager (Allegations Only)	Investigation (Discipline and Grievance)	Decision Maker	Hearing	Appeal
Member (Grievance)	N/A	CEHT to seek appropriate independent investigator (in liaison with RSC and External HR Provider)	3 Members	Independent	Independent
Trustee (Grievance)	N/A	Chair of Board of Members	Chair of Board of Members	3 Members	Independent
CEHT	Trustee/Independent	Trustee/Independent	Chair of Trust	Personnel and Performance Management Committee	3 Trust Board Members
Lead Headteacher	CEHT	CEHT	Chair of Trust	Personnel and Performance Management Committee	3 Trust Board Members
Headteacher	Lead Headteacher/CEHT	Lead Headteacher/CEHT	Chair of Trust	Personnel and Performance Management Committee	3 Trust Board Members
Deputy Headteacher	Headteacher	Headteacher	CEHT	Personnel and Performance Management Committee	3 Trust Board Members
Assistant Headteacher	Headteacher	Headteacher	CEHT	Personnel and Performance Management Committee	3 Trust Board Members

Chief Finance and Operations Officer	CEHT	CEHT	Chair of Trust	Personnel and Performance Management Committee	3 Trust Board Members
Central Team Personnel	Chief Finance and Operations Officer	Chief Finance and Operations Officer	CEHT	Personnel and Performance Management Committee	3 Trust Board Members
All Teaching Staff	Headteacher  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	Headteacher  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	CEHT	Personnel and Performance Management Committee	3 Trust Board Members
All Support Staff	Headteacher  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	Headteacher  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	CEHT	Personnel and Performance Management Committee	3 Trust Board Members

<b>Capability</b>				
<ul style="list-style-type: none"> <li>• Agreed Trust policies will be used throughout proceedings.</li> <li>• Employees of the Trust will not be included as part of an initial panel or appeal panel in any circumstances.</li> <li>• Personnel and Performance Management Committee will consider referred cases with the Appeals Committee considering any appeals.</li> <li>• Appeals panels will not include any persons with prior involvement or interest in the case.</li> <li>• Representatives from LGBs may be used to form a quorum for an Appeal's panel where sufficient Trustees are not eligible to consider an appeal.</li> <li>• The Head of Finance and Operations or HR provider will provide advice and guidance on policy and procedures to leaders and trustees at appropriate stages.</li> </ul>				
<b>Case Against</b>	<b>Process Facilitator</b>	<b>Decision Maker</b>	<b>Hearing</b>	<b>Appeal</b>
CEHT	Trustee	Chair of Trust	Personnel and Performance Management Committee	3 Trust Board Members

Lead Headteacher	CEHT	Chair of Trust	Personnel and Performance Management Committee	3 Trust Board Members
Headteacher	Lead Headteacher/CEHT	CEHT/Chair of Trust	Personnel and Performance Management Committee	3 Trust Board Members
Deputy Headteacher	Headteacher  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	CEHT	Personnel and Performance Management Committee	3 Trust Board Members
Assistant Headteacher	Headteacher	CEHT	Personnel and Performance Management Committee	3 Trust Board Members
Chief Finance and Operations Officer	Lead Headteacher/CEHT	CEHT/Chair of Trustees	Personnel and Performance Management Committee	3 Trust Board Members
Central Team Personnel	Chief Finance and Operations Officer	CEHT	Personnel and Performance Management Committee	3 Trust Board Members
All Teaching Staff	Headteacher  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	CEHT	Personnel and Performance Management Committee	3 Trust Board Members
All Support Staff	Headteacher  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	CEHT	Personnel and Performance Management Committee	3 Trust Board Members

## Restructure, Redundancy Process, Re-Grading, Re-Designation, Special Staff Severance Payments and Retirement

- Agreed Trust policies will be used throughout proceedings.
- Employees of the Trust will not be included as part of an initial panel or appeal panel in any circumstances.
- Appeals panels will not include any persons with prior involvement or interest in the case.
- Representatives from LGBs may be used to form a quorum for an Appeal's panel where sufficient Trustees cannot consider an appeal.
- The Head of Finance and Operations or HR provider will provide advice and guidance on policy and procedures to leaders and trustees at appropriate stages.

Description	Decision Maker	Appeal
Restructure of Staffing or Leadership	Trust Board (agree restructure)  Personnel and Performance Management Committee (Conduct process of restructuring)	3 Trust Board Members
Adopt Redundancy Procedure	Trust Board with consultation through Joint Consultative Committee	Not Applicable
Redundancy	Trust Board (Declare redundancies including the number and category of posts)  Personnel and Performance management Committee (Conduct process of redundancy including consultation, selection and representations).	3 Trust Board Members
Re-Grading/Re-Designation Trust Salaries Above £55k Academy Posts Above £55k	CEHT in liaison with Personnel and Performance Management Committee	3 Trust Board Members
Re-Grading/Re-Designation Trust Salaries Up to £55k Academy Posts Up to £55k	CEHT in liaison with Personnel and Performance Management Committee	Not Applicable
Honoraria payments to senior leaders and Central team staff	Personnel and Performance Management Committee	Not Applicable
Honoraria payments to teaching and non-teaching academy staff	Headteacher in consultation with CEHT and Chief Finance and Operations Officer	Not Applicable
New Permanent Posts Salary Above £55k	CEHT in liaison with Personnel and Performance Management Committee	Not Applicable
New Permanent Posts Salary Between £20k and £55k	CEHT in liaison with Personnel and Performance Management Committee	Not Applicable
New Permanent Posts Salary Below £20k	Headteacher in consultation with CEHT and in liaison with Personnel and Performance Management Committee  Schools who are Require Improvement or are	Not Applicable

	Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	
New Temporary Posts for Up to 1-Year (inclusive of apprenticeships)	Headteacher in consultation with CEHT  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	Not Applicable
Revisions to Pay and Conditions	Trust Board	Not Applicable
Special Staff Severance Payments up to and Including £10k	CEHT, Chair of Trust Board	Not Applicable
Special Staff Severance Payments between £10k and up to £50k	CEHT, Trust Board	Not Applicable
Special Staff Severance Payments exceeding £50k	CEHT, Trust Board, DfE and referred to DfE for Approval	Not Applicable
Consider applications for flexible working from employees	CEHT	Personnel and Performance Management Committee 3 Trust Board Members
Consideration of applications for flexible retirement from teachers	Personnel and Performance Management Committee	Appeals Committee
Consideration of applications for full retirement from teachers	Personnel and Performance Management Committee	Appeals Committee
Consideration of applications for flexible retirement from Non-teaching staff	Personnel and Performance Management Committee	Appeals Committee
Consideration of applications for full retirement from Non-teaching staff	Personnel and Performance Management Committee	Appeals Committee

### Performance Related Pay Decisions

- Agreed Trust policies will be used throughout proceedings.
- Employees of the Trust will not be included as part of an initial panel or appeal panel in any circumstances.
- Appeals panels will not include any persons with prior involvement or interest in the case.
- Representatives from LGBs may be used to form a quorum for an Appeal's panel where sufficient Trustees cannot be formed to consider an appeal.
- The Head of Finance and Operations or HR provider will provide advice and guidance on policy and procedures to leaders and trustees at appropriate stages.

Staff	Recommendation	Decision Maker	Appeal
CEHT	Chair of Trust (with advice and support from independent advisor)	Personnel and Performance Management Committee	3 Trust Board Members
Lead Headteacher	CEHT	Personnel and Performance Management Committee	3 Trust Board Members

Headteacher	CEHT	Personnel and Performance Management Committee	3 Trust Board Members
Deputy Headteacher or Assistant Headteacher	Headteacher  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	Personnel and Performance Management Committee	3 Trust Board Members
Main Pay Scale Teachers	Headteacher  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	Personnel and Performance Management Committee	3 Trust Board Members
Progression to Upper Pay Range	Headteacher  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	Personnel and Performance Management Committee	3 Trust Board Members
Movement Through Upper Pay Range	Headteacher  Schools who are Require Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	Personnel and Performance Management Committee	3 Trust Board Members

<b>Appraisal Arrangements</b>	
<b>Post</b>	<b>Delegated Authority</b>
CEHT	Chair of Trust Board (with advice and support from independent advisor)
Lead Headteacher	CEHT
Headteacher	CEHT
Deputy Headteacher or Assistant Headteacher	Lead Headteacher, Headteacher
All other teaching posts	In accordance with the list of agreed reviewers approved by the CEHT
Support Staff – Teaching	In accordance with the list of agreed reviewers approved by the CEHT
Chief Finance and Operations Officer	CEHT
Central Team posts	Chief Finance and Operations Officer
Support Staff – Non-Teaching	In accordance with the list of agreed reviewers approved by the CEHT

## **Finance**

The financial model has been developed to maximise efficiency and greater value for money through economic and effective management of resources providing complete transparency and accurate financial management throughout the trust. Central costs and professional services are managed by the Trust allowing individual Academies to manage and control delegated funding to focus on key educational outcomes.

The Inspire Finance Handbook will determine financial policies, responsibilities and levels of authority which will reflect the nature/context of each school/academy within the Trust. All matters in relation to capital, insurance, investments, leases, and land will be reserved for the Trust and any specific income generation or school specific grant funding will be invested in the education of the applicable school. Financial support will be delivered through the Central Team who will directly support schools with the budget setting process, management accounts including long term strategic planning ensuring local school objectives are achievable.

All Academy and consolidated group accounts must be submitted to the Trust Board for approval in line with agreed deadlines. Indicative budgets must be in place in accordance with agreed deadlines. All budget information is to be provided using the Trust model template and will include a three to five-year medium-term plan reflecting future development aims and known revenue streams. The CEHT, Chief Finance and Operations Officer and Head of Finance

and Operations will support Local Academy's during the budget setting process and will be ultimately responsible for the presentation of the consolidated group accounts to the Trust Board.

<b>Financial Delegation</b>		
<b>Delegated Duty</b>	<b>Delegated Authority</b>	<b>Comment</b>
Draft Budget Plan approval for all budgets	Finance, Staffing Audit and Risk Committee	Trustees will consider and approve the 1 <sup>st</sup> draft budget plans as prepared by the central finance team to be presented to the board for ratification.
Budget Plan ratification for all budgets	Trustees	Trustees will consider and ratify the draft budget plans for each new academic year.
Admissions	Trustees	Academies will follow the Trust Admissions Policy in respect of all admissions, considering DfE and LA guidance.
Capital Programme	Trustees	Proposed capital projects need to be submitted by agreed deadlines each year with the approval of the CEHT and Chief Finance and Operations Officer and the support of the Headteacher and LGB.  Appropriate approval will be required, in line with the levels of delegation within this document.
Health and Safety	Trustees	It is the responsibility of the Trust to ensure that health and safety laws are adhered to and relevant certification is in place. Day to day health and safety management and compliance is delegated to the local academy.
Income Generation	LGB	Any income generated will be utilised by the academy for them to invest in the future learning of the pupils.
Absence Insurance	Trustees	The Trust will use its purchasing power to ensure that all Academies receive best value and value for money with their staff absence insurance, providing appropriate cover for all.
Investments	Trustees	Strictly in line with agreed Investment Policy.
Permanent Exclusions	Headteacher and LGB	All Academies will follow DfE guidelines for fixed term and permanent exclusion appeals.
Private Finance Initiative (PFI)	Trustees	Capital projects or significant change requests relating to PFI schools must be authorised by the CEHT.
Related Party Transactions	Trustees (prior approval from the DfE is required for transactions above £40k)	For transactions up to £40k (excluding salary payment), the Trust will follow agreed <a href="#">DfE guidance</a> and for transactions exceeding £40k, prior DfE approval will be required. The DfE checklist is available <a href="#">here</a> .

Service Level Agreements/Contracts	Headteacher (up to their delegated level)  Central Team	Depending on the context of each Academy, each Academy may have different SLAs/ Contracts in place. It is the responsibility of the Headteacher and SBM to ensure value for money is maximised for new agreements. The Trust will procure SLAs on behalf of all academies as part of the annual best value review, where appropriate.
Safeguarding	Trustees	The Trust 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 the Trust's policy on safeguarding as standard.
Staffing Policies	Trustees	Trust policies will be agreed through a process of Joint Consultative Committee consultation and will be in line with employment law.

<b>Financial Levels of Authority</b>			
<ul style="list-style-type: none"> <li>For schools/academies below the Ofsted designation of Good, all decisions with financial implication will be supported by the Central Leadership Team.</li> <li>All academies will follow agreed Trust financial policies and ensure full compliance with Academy Trust Handbook.</li> </ul>			
<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Procurement including ordering goods and services (including advertising of tenders and award of contracts)  Approve transactions including: <ul style="list-style-type: none"> <li>Virement</li> <li>Journal Entries</li> <li>Cheques</li> <li>Debit Cards</li> <li>Purchase Orders</li> </ul>	Up to £5k	Headteacher  Schools who are Requires Improvement or are Inadequate will be supported by the CEHT, Lead HT or a nominated Trustee as appropriate.	Best value must be proven for all orders.  All orders exceeding £500 should be accompanied with at least 3 quotations where available.  Requisition to be authorised by the Headteacher (in their absence the Acting Headteacher or Deputy Headteacher).
	Over £5k up to £15K	CEHT or Chief Finance and Operations Officer  (In the absence of the Chief Finance and Operations Officer, the Head of Finance and Operations will deputise as authorised signatory.  In the absence of the CEHT, the LHT will deputise as authorised signatory.)	Best value must be proven for all orders.  All orders exceeding £500 should be accompanied with at least 3 quotations where available.  Requisition to be authorised by the CEHT or Chief Finance and Operations Officer (in the absence the CEHT and/or Chief Finance and Operations Officer the Head

			of Finance and Operations or Lead Headteacher will have authority to authorise requisitions).
	Over £15k up to £25k	Finance, Staffing, Audit and Risk Committee	<p>Best value must be proven for all orders.</p> <p>All orders exceeding £500 should be accompanied with at least 3 quotations where available.</p> <p>The requisition should be authorised by the Chair of the Finance, Staffing, Audit and Risk Committee or the Chair of Trustees.</p> <p>As agreed by the Board of Trustees on 1/10/2019, where a decision to approve expenditure has been recorded in the meeting minutes, where the Chair of the Committee or Trust Chair are unavailable, the requisition can be signed on behalf of the Board of Trustees by the CEHT. Where this is the case, for audit purposes, the requisition should be annotated to show the meeting type and date this decision was taken.</p>
	Over £25k	Board of Trustees	<p>Best value must be proven for all orders.</p> <p>All orders exceeding £500 should be accompanied with at least 3 quotations where available.</p> <p>Orders over £25k should be put out to tender (at least 3 companies should be invited to submit a return).</p> <p>All activity should be within EU thresholds (for guidance refer to <a href="http://www.ojec.com/Thresholds.aspx">www.ojec.com/Thresholds.aspx</a>):</p> <p>to follow a compliant process under the Public Contracts Regulations 2006 and subsequent legislation.</p>

			<p>The requisition should be authorised by the Chair of Trustees or the Vice-chair, where the Chair is unavailable.</p> <p>As agreed by the Board of Trustees on 1/10/2019, where a decision to approve expenditure has been recorded in the meeting minutes, where the Chair or Vice-Chair are not available, the requisition can be signed on behalf of the Board of Trustees by the CEHT. Where this is the case, for audit purposes, the requisition should be annotated to show the meeting type and date this decision was taken.</p>
<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Request for Prepayment for Goods or Services	<p>Up to £15k</p> <p>Above £15k</p>	<p>Chief Finance and Operations Officer and CEHT, following completion of due diligence.</p> <p>Chief Finance and Operations Officer and CEHT will complete due diligence and refer for a decision by the Board of Trustees. The Board of Trustees will consider and approve/reject the request.</p>	Prepayments will only be considered in exceptional circumstances and where due diligence is completed, mitigating financial risk.
<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Authorising monthly salary payments	Unlimited	CEHT, Chief Finance and Operations Officer	Any anomalies will be promptly investigated and report to the Finance, Staffing and Audit Committee.
<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Signatures for Cheques	Following Trust policy in line with appropriate financial levels of delegated authority	2 approved signatures in line with the Bank mandate	Any 2 of the following: CEHT, Chief Finance and Operations Officer, Lead Headteacher, Academy Headteacher, Deputy Headteacher or SBM

<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Signatories for grant claims and DfE returns	Unlimited	CEHT and Chief Finance and Operations Officer	Two signatories or as required by DfE
<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Disposal of assets	Up to £1k	Headteacher	
	Above £1k up to £5k	CEHT and Chief Finance and Operations Officer	Report to Trust Board on a termly basis.
	Over £5k	Trust Board supported by CEHT and Chief Finance and Operations Officer	Report to Trust Board on a termly basis.
<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Debt Write Offs	Up to £1k	Chief Finance and Operations Officer	Report to Finance, Staffing, Audit and Risk Committee
	Over £1k	CEHT and Chief Finance and Operations Officer  Debt write off exceeding £45k will require prior approval from DfE.	Report to Finance, Staffing, Audit and Risk Committee
<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Write-off overpayments to staff	Up to £1k	Chief Finance and Operations Officer	Report to Finance, Staffing, Audit and Risk Committee
	Over £1k	CEHT and Chief Finance and Operations Officer  Debt write off exceeding £45k will require prior approval from DfE.	Report to Finance, Staffing, Audit and Risk Committee
<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Purchase or sale of freehold property	Any	Trust Board, CEHT and Chief Finance and Operations Officer plus prior written permission from the DfE is required	
<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Granting or taking up of any leasehold or tenancy agreement exceeding 7 years	Any	Trust Board, CEHT and Chief Finance and Operations Officer plus prior written permission from the DfE is required	

<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Finance lease	Any	Trust Board, CEHT and Chief Finance and Operations Officer plus prior written permission from the DfE is required	
<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Any guarantees, indemnities and letters of comfort entered into	Over £45k or exceeding 1% of academy income	Trust Board, CEHT and Chief Finance and Operations Officer plus prior written permission from the DfE is required	
<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Comment</b>
Ex-gratia payments	Any	Trust Board, CEHT and Chief Finance and Operations Officer  Prior written permission from the DfE is required before any binding offer to staff is made	