



Scheme of Delegation



Status	
Version	
Responsible Directors' Board	
Responsible Persons	
Date Policy Reviewed	
Next Review Date	
Academy to Implement Without Amendment	



Overview of the Scheme of Delegation

A multi academy trust's (MAT) Board of Directors is accountable in law for all major decisions about their academies. However, this does not mean that the board is required to carry out all the trust's governance functions and many can and should be delegated, including to the CEO, Directors Committees and Local Governing Boards.

It is vital that the decision to delegate a function is made by the full Board of Directors and is recorded. Without such delegation, the individual or committee has no power to act. The principle governing document in trusts is the articles of association. The articles set out the charitable purpose of the trust, providing a framework for trusts to act within both company and charity law.

They will not however include the specific detail of the trust's chosen governance structure and how governance functions have been delegated. This is why it is critical that trusts agree a scheme of delegation that explicitly establishes who carries out which governance function and can therefore make the decisions associated with that function.

A scheme of delegation is an essential requirement for effective governance and clear decision making. As a document, the scheme of delegation should be as simple and systematic as possible, so that the Members, Directors, Local Governing Boards and Executive Leaders are all clear about their roles and responsibilities within the governance structure.

It is important that the scheme of delegation is visible to all, both within and beyond the trust, so that it is clear how the governance structure and lines of accountability work. This is why the scheme of delegation must be published on the trust's website, as well as all of its schools' websites. Which functions the board decides to delegate will vary depending upon the size of the MAT, both in terms of the number of academies and the number of pupils in the MAT, and the way in which its leadership is structured, as well as the geographical spread and the context of the academies.

The status of the scheme of delegation

The scheme of delegation is a key governance document because without it, it is not clear how accountability and decision-making works within the trust. This is why the Academies Handbook requires it to be published on the trust's website. It is especially important that maintained

schools joining academy trusts take time to understand the trust's scheme of delegation so that they are clear about the trust's approach to local governance and which functions are delegated.

Review and adapt

As MATs mature and grow the workings of the MAT, both in terms of governance and management are likely to change.

The Scheme should be reviewed annually, with changes made as the context changes, if necessary each year. This is a recognition of the need to be responsive to changing circumstances and to adapt accordingly. It is, however, important to ensure that all involved in governance are made aware of any changes and what these mean in practice.

An effective scheme of delegation will:

- reflect the trust's ethos, promoting a positive climate and a culture of honesty, transparency, and accountability for the benefit of all stakeholders
- ensure the executive leadership is clear about which decisions the trust board retains, and the extent of executive powers
- be clear about who appoints and performance manages the Chief Executive, other Senior Executives, and the Academy Principals/ Headteachers
- identify where the trust board retains responsibility for:
 - oversight of educational performance
 - oversight of budgets and financial management
 - management of risk
 - determining policy



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Delegated Responsibility Matrix

Delegated Responsibility Matrix

Key

- Column 1: Members
- Column 2: Board of Directors of the multi academy trust (Directors Board)
- Column 3: Directors Finance and Operations Committee (FO)
- Column 4: Directors Audit and Risk Committee (AR)
- Column 5: Directors Education and Standards Committee (ES)
- Column 6: Directors Pay and Performance Committee (PP)
- Column 7: Chief Executive Officer (CEO)
- Column 8: Local Governing Board (LGB)
- Column 9: Academy Principal/Headteacher (PRINC)



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Scheme of Delegation – People

Area	Devolved Responsibility	Members	Directors Board	F & O	A & R	E & S	P & P	CEO	LGB	PRINC
		Trust Level								Academy Level
Governance Framework										
People	Members: appoint and remove	✓								
	Directors: appoint and remove	✓								
	Role descriptions for Members	✓								
	Role descriptions for Directors/Chair/specific roles/committees/LGB's		✓					<A		
	Trust Board Committee Chairs: appoint and remove		✓	✓	✓	✓	✓	<A		
	LGB chairs: appoint and remove		✓					<A	<A	
	LGB Co-Opted Governors: appoint and remove		✓					<A		
	LGB Parent Governors: appoint and remove		✓					<A	✓	
	LGB Staff Governors: appoint and remove		✓					<A	✓	
	Clerk to Trust Board: appoint and remove		✓					<A		
	Clerk to Trust Committees: appoint and remove		✓					<A		
	Clerk to LGB's: appoint and remove		✓					<A		
	CEO: appoint and remove		✓							
	Trust Executive Officers: appoint and remove		✓					✓		
	Trust Central Team (Non-Executive Posts): appoint and remove							✓		
	Principal/HT: appoint and remove		✓					✓	<A	
	Academy Colleagues: appoint and remove							A>	✓	✓
	Trust Staffing Structure: agree		✓					✓		
	Academy Staffing Structure: agree							A>	A>	✓
	✓ Primary responsibility for action to be undertaken at Trust Level ✓ Devolved responsibility for action to be undertaken at Academy Level A Provide advice and support to those accountable for decision-making < > Direction of Advice and Support									



Scheme of Delegation – Systems and Structures

Area	Devolved Responsibility	Members	Directors Board	F & O	A & R	E & S	P & P	CEO	LGB	PRINC
		Trust Level								Academy Level
Governance Framework										
Systems and Structures	Articles of association: review and agree	✓	<A					<A		
	Governance structure for the Trust: establish and review annually		✓					<A		
	Terms of reference for board committees and scheme of delegation for committees: agree annually		✓					<A		
	Directors and Governor skills audit: complete and recruit to fill gaps: use to develop annual training programme		✓					<A>	✓	
	Annual self-review of Trust Board and Committees: Complete Annually		✓					<A		
	Annual self-review of LGB's and Governor Contribution: Complete Annually		✓					<A>	✓	
	Chair's performance: carry out 360 review periodically		✓					<A		
	Succession: planning		✓					✓	✓	<A
	Annual Governance Calendar and Schedule of Business for Trust Board and Committees: agree		✓					<A		
	Annual Governance Calendar for Local Governing Boards: agree		✓					<A	<A	
	Terms Dates (including Inset Days) and Length of Academy Day: agree		✓					<A	<A	<A
	Decision on emergency school/partial school closure							A>	A>	✓
	Provision of Religious Education to meet local syllabus			✓				<A	<A	<A
	Admissions Authority: agree		✓					<A	<A	<A
✓ Primary responsibility for action to be undertaken at Trust Level ✓ Devolved responsibility for action to be undertaken at Academy Level A Provide advice and support to those accountable for decision-making < > Direction of Advice and Support										



Scheme of Delegation – Reporting

Area	Devolved Responsibility	Members	Directors Board	F & O	A & R	E & S	P & P	CEO	LGB	PRINC
		Trust Level								Academy Level
Governance Framework										
Reporting	Publication on trust and academy's websites of all required details to ensure statutory compliance on governance arrangements, including register of interests: ensure		✓					<A>	✓	✓
	Annual report on performance of the trust: submit to members and publish		✓					<A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓					<A		
	Annual report of the work of the Local Governing Board: Submit to Trust							A>	✓	
✓ Primary responsibility for action to be undertaken at Trust Level ✓ Devolved responsibility for action to be undertaken at Academy Level A Provide advice and support to those accountable for decision-making < > Direction of Advice and Support										





Scheme of Delegation – Being Strategic



Area	Devolved Responsibility	Members	Directors Board	F & O	A & R	E & S	P & P	CEO	LGB	PRINC
		Trust Level								Academy Level
Governance Framework										
Being Strategic	Determine trust wide policies which reflect the Trust's ethos and values (facilitating discussions with unions where appropriate) including admissions, health and safety, premises management, Data Protection, FOI, Expenses, staffing, conduct, safeguarding, SEND : approve		✓	✓	✓	✓	✓	<A		
	Determine academy level policies which reflect the academy's ethos and values to include e.g. curriculum; behaviour: teaching and learning, SEND approve		✓	✓	✓	✓	✓	<A>	✓	<A
	Responsibility for actioning all statutory policies									✓
	Central spend / Management fee: agree		✓					<A		
	Management of risk: establish register: review and monitor		✓		✓			A>	✓	<A
	Engagement with stakeholders	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓					<A		
	Academy Development Plan (ADP) and SEF in line with strategic aims of the Trust: agree and monitor							<A>	✓	<A
	Suspension and exclusion of pupils. The CEO/DCEO must be informed of proposed permanent exclusions							A>	A>	✓
	Academies vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured		✓					✓	<A	<A
	Agree budget plan to support delivery of Trust key priorities		✓					<A		
	Agree budget plan to support delivery of key Academy priorities		✓					✓	<A	<A
	Ofsted Inspections Trust Support							✓	<A	<A
	✓ Primary responsibility for action to be undertaken at Trust Level ✓ Devolved responsibility for action to be undertaken at Academy Level A Provide advice and support to those accountable for decision-making < > Direction of Advice and Support									



Scheme of Delegation – Holding to Account

Area	Devolved Responsibility	Members	Directors Board	F & O	A & R	E & S	P & P	CEO	LGB	PRINC
		Trust Level								Academy Level
Governance Framework										
Holding to Account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): Agree		✓	✓	✓	✓	✓	<A	<A	<A
	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): Monitor		✓	✓	✓	✓	✓	✓	✓	✓
	Reporting arrangements for progress on key priorities: agree		✓	✓	✓	✓		✓	✓	<A
	Performance management of the Chief Executive Officer: undertake		✓					✓		
	Performance management of the Executive Team: undertake							✓		
	Performance management of Academy Principal/ Headteacher: undertake							✓	✓	
	Performance management of Academy staff							A>	A>	✓
	Director monitoring		✓					A		
	LGB Governor monitoring							A>	✓	<A
	LGB Performance monitoring: agree arrangements		✓					<A	<A	
	✓ Primary responsibility for action to be undertaken at Trust Level ✓ Devolved responsibility for action to be undertaken at Academy Level A Provide advice and support to those accountable for decision-making < > Direction of Advice and Support									





Scheme of Delegation – Ensuring Financial Probity

Financial Authorities



Area	Devolved Responsibility	Members	Directors Board	F & O	A & R	E & S	P & P	CEO	LGB	PRINC
		Trust Level								Academy Level
Governance Framework										
10	Appoint Accounting Officer for delivery of Trust detailed accounting processes		✓							
	Appoint Chief Financial Officer		✓					✓		
	Trust's scheme of financial delegation: establish and review (Finance Policy)		✓					<A		
	Ensuring Compliance with Funding Agreements and Academy Trust Handbook		✓	<A	<A			<A		
	Recommend External Auditors to Members		✓	<A	<A			<A		
	Appoint Internal Auditors		✓		✓			<A		
	External auditors' report: receive and respond		✓	<A	<A			<A		
	CEO pay award: agree		✓					✓		
	Trust Executive Team (non CEO) appraisal procedure and pay progression: review and agree							✓	✓	
	Trust Central Team appraisal procedure and pay progression: review and agree							✓		
	Academy Principal/Headteacher pay award: agree							✓	<A	
	Academy Staff appraisal procedure and pay progression: review and agree							A >	✓	
	Benchmarking and trust wide value for money: ensure robustness			✓				A	✓	<A
Develop Trust-wide procurement strategies and efficiency savings programme							✓	<A	<A	
Review and approve Trust-wide procurement strategies and efficiency savings programme			✓				<A			
✓ Primary responsibility for action to be undertaken at Trust Level ✓ Devolved responsibility for action to be undertaken at Academy Level A Provide advice and support to those accountable for decision-making < > Direction of Advice and Support										

Financial Authorities				
Delegation	Value (inclusive of VAT)	Delegated Authority Primary Academy	Delegated Authority Secondary Academy	Best Value Evidence and Additional Items to Consider
Ordering Goods and Services (raising requisitions) in line with Trust Purchasing Statement	Up to £5,000	1 signatory required - Principal	1 signatory required - Principal or Business Manager	Value for money should always be considered but no formal quotations are required
	£5,001 to £10,000	2 signatories required - Principal plus CFO or Director of Primary Education	1 signatory required - Principal or Business Manager	Minimum of Three Written Quotations Required
	£10,001 to £25,000	2 signatories required - Principal plus CFO or DCEO	1 signatory required - Principal or Business Manager	
	£25,001 to £50,000	2 signatories required - Principal plus CFO or DCEO	2 signatories required - Principal plus CFO or DCEO	
	£50,001 to £75,000	3 signatories required - Principal plus CFO and either CEO or DCEO	3 signatories required - Principal plus CFO and either CEO or DCEO	
	£75,001 to £100,000	3 signatories required - Principal plus CFO and CEO	3 signatories required - Principal plus CFO and CEO	
	Over £100,000	Approval from Finance and Operations Committee and signatories from Principal, CFO and CEO	Approval from Finance and Operations Committee and signatories from Principal, CFO and CEO	Formal Tendering Process including advertising in OJEU if over threshold





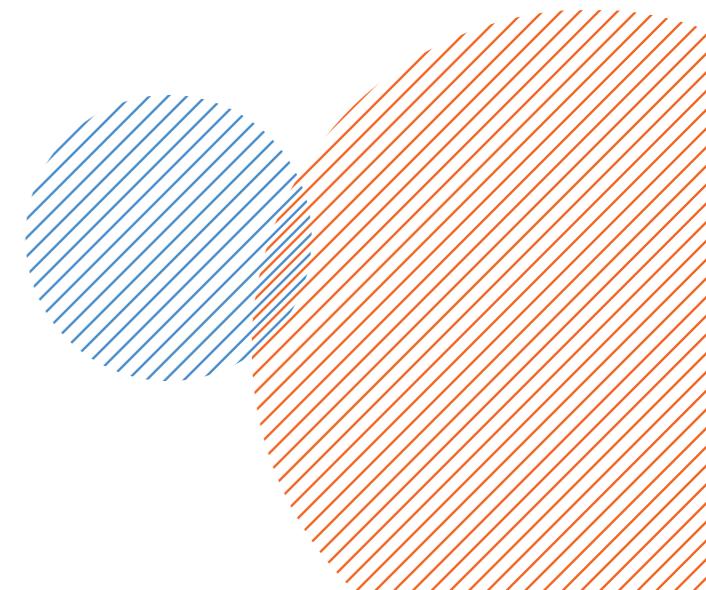
Financial Authorities (continued)

Financial Authorities				
Delegation	Value (inclusive of VAT)	Delegated Authority Primary Academy	Delegated Authority Secondary Academy	Best Value Evidence and Additional Items to Consider
Operating Leases/Contracts	Any Value	DCEO plus CEO	DCEO plus CEO	Minimum of Three Written Quotations Required
BAC's payments and other online bank transfers	Total Payment run value of up to £50,000	Upload to be undertaken by Academy Business Manager and approved by Principal	Upload to be undertaken by Academy Finance Officer and approved by Principal or Business Manager	Refer to Trust Approver List
	Total Payment run value of between £50,001 and £100,000	Upload to be undertaken by Academy Business Manager and approved by Principal and an additional signatory from Trust Approver List	Upload to be undertaken by Academy Finance Officer or Business Manager and approved by Principal	
	Total Payment run value of over £100,000	Upload to be undertaken by Academy Business Manager and approved by Principal and an additional signatory from Trust Approver List	Upload to be undertaken by Academy Business Manager and approved by Principal and an additional signatory from Trust Approver List	
Cheque Signatories	Any Value	Two signatories including at least one from the Trust Approver List	Two signatories	Refer to Trust Approver List
Signatories for ESFA Grant Claims	Any Value	Signed by one from Trust Approver List, copy must be kept on file	Signed by one from Trust Approver List, copy must be kept on file	Refer to Trust Approver List

Financial Authorities (continued)



Financial Authorities				
Delegation	Value (inclusive of VAT)	Delegated Authority Primary Academy	Delegated Authority Secondary Academy	Best Value Evidence and Additional Items to Consider
Virements with net nil impact on surplus/deficit position	Any Value	Academy Business Manager and reported to Trust via month end reporting documentation	Academy Business Manager and reported to Trust via month end reporting documentation	N/A
Virements of budget - amendments to budget position that was originally approved by Directors	Any movement up to £5,000	Approved by Academy Business Manager in Conjunction with Principal reported in Month End Reporting Documentation	Approved by Academy Business Manager in Conjunction with Principal reported in Month End Reporting Documentation	
	Any movement of £5,001 to £10,000	Approved by CFO in conjunction with either CEO or DCEO and reported in Month End Reporting Documentation	Approved by Academy Business Manager in Conjunction with Principal reported in Month End Reporting Documentation	
	Any movement of £10,001 - £20,000	Approved by CEO in conjunction with either DCEO or CFO and reported in Month End Reporting Documentation	Approved by CEO in conjunction with either DCEO or CFO and reported in Month End Reporting Documentation	
	Any movement of more than £20,000	Approved by CEO and Finance and Operations Committee	Approved by CEO and Finance and Operations Committee	





Financial Authorities (continued)

Financial Authorities				
Delegation	Value (inclusive of VAT)	Delegated Authority Primary Academy	Delegated Authority Secondary Academy	Best Value Evidence and Additional Items to Consider
Request for expenditure against reserves	Any Value	Approved by CEO and Finance and Operations Committee	Approved by CEO and Finance and Operations Committee	Proposal to be discussed with CEO or DCEO before Business Cases are collated and submitted in line with value of services
Disposal of Assets	Any Value	Chief Finance Officer and reported in Month End Reporting Documentation	Chief Finance Officer and reported in Month End Reporting Documentation	N/A
Write off Bad Debts	Up to £500	Chief Finance Officer and reported in Month End Reporting Documentation	Chief Finance Officer and reported in Month End Reporting Documentation	
	£501 to £1,000	CEO and Chief Finance Officer and reported in Month End Reporting Documentation	CEO and Chief Finance Officer and reported in Month End Reporting Documentation	
	£1001 to up to 1% of annual income or £45,000 individually	As above and Finance and Operations Committee	As above and Finance and Operations Committee	
	Over 1% of annual income or £45,000 individually or 2.5% of 5% of annual income cumulatively	As above plus ESFA Approval	As above plus ESFA Approval	

Financial Authorities (continued)



Financial Authorities				
Delegation	Value (inclusive of VAT)	Delegated Authority Primary Academy	Delegated Authority Secondary Academy	Best Value Evidence and Additional Items to Consider
Purchase or sale of Freehold Property	Any	ESFA approval required	ESFA approval required	N/A
Granting or take up of any leasehold or tenancy agreement (refer to operating leases over 1 year)	Any	ESFA approval required	ESFA approval required	
Investments outside of the current account and 32 day interest accounts	Any	Finance and Operations Committee	Finance and Operations Committee	
Raising Income Invoices	Any	Academy Finance Officer and Business Manager	Academy Finance Officer and Business Manager	

Salaries & Payroll		
Delegation	Delegated Authority Primary Academy	Delegated Authority Secondary Academy
Payroll Processing	Annual Recharges to be agreed in advance and approved by CFO and then in line with BAC's payments and other online bank transfers authority	Checked by HR Manager, authorised by Principal or Business Manager (payroll reports and payments will be checked as appropriate by Finance Manager on a monthly basis)
Contracts of employment	Trust paperwork to be completed. Any contract needs to be authorised by the Principal and reported to the CEO or DCEO prior to the change being confirmed	Trust paperwork to be completed. Any contract needs to be authorised by the Principal and reported to the CEO or DCEO prior to the change being confirmed





Financial Authorities (continued)

Intra Company Transactions (Transactions between the Trust and its academies between Trust academies)	
Delegation	Delegated Authority
Agreed Trust Recharges	Annual Recharges to be agreed in advance and approved by CFO and then in line with BAC's payments and other online bank transfers authority
Agreed Salary Recharges	Annual Recharges to be agreed in advance and approved by CFO and then in line with BAC's payments and other online bank transfers authority
Ad hoc recharges (Agreed purchases made at Trust level for all academies)	Agreed in advance and approved by CFO and then in line with BAC's payments and other online bank transfers authority

Approver List		
Trust Approver	Delegated Authority	Delegated Authority
Chief Executive Officer	Principal	Principal
Deputy Chief Executive Officer		Business Manager
Chief Finance Officer		





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