



## Scheme of Delegation

### Introduction

The scheme has been developed to clarify the responsibilities and powers of trustees and members of staff employed at the academy in respect of key aspects of the management of the academy and to ensure compliance with the articles of association. The delegations set out in this scheme are delegated to the specified committees of the Board of Trustees and post holders employed at the academy.

Delegations cannot be exercised other than by the designated person or committee unless otherwise directed or agreed by the Board of Trustees. In the absence or incapacity of the Headteacher, the delegations stand delegated to the Deputy Headteacher unless otherwise directed or agreed by the Board of Trustees. In the absence or incapacity of a post holder other than the Headteacher, the delegations stand delegated to the Headteacher unless otherwise directed or agreed by the Board of Trustees.

During any period where co-headship arrangements are in place, either co-head may carry out a role designated in the Scheme of Delegation as the responsibility of the Headteacher, including voting, but that if both the co-heads vote then their votes shall be weighted to add up to a single vote.

Instead of exercising her/his delegated powers a post holder or committee may refer the matter to the appropriate committee or Board of Trustees. The scheme will be reviewed at the first meeting in each academic year and is made without prejudice to the powers and duties of the Board of Trustees and its committees.

All trustees and committees follow the Seven Principles of Public Life, Best Value and are committed to equal opportunities for all.

In the event of any conflicts or ambiguity relating to this document, the requirements published in the DfE's Academies Financial and Governance Handbook's will prevail.

### Quorum

The quorum for any Board of Trustees meeting is one third (rounded up to a whole number) of the Board of Trustees. Articles 114 to 116 list circumstances for which different quorums apply.

The quorum for any committee meeting is three trustees or committee members or, if greater, one third of the committee. In the event of there being fewer than three serving members of a committee, the quorum shall be all the members of that committee.

Every question to be decided at a Board of Trustees and committee meeting will be determined by a majority of votes of those trustees and committee members present and entitled to vote. If there is an equal number of votes, the chair (or the person acting as chair provided that they are a trustee) has a second, or casting vote. Votes may only be taken at committee meetings if the majority of members of the committee present are trustees.

### Constitution of the Board of Trustees

The Board of Trustees is made up of the following:

- Members at least 3
- Trustees (up to 8)
- Parents (at least 2)
- Co-opted – as many as deemed necessary
- Ex-officio (1) – Headteacher

Please see the most recent Board of Trustees Member List for a full list of members and trustees.

### **Travel and Subsistence Allowances**

Trustees have agreed to adopt a policy not to pay travel and subsistence

### **Clerk**

Wise Governance Services act as the Clerk to the Board of Trustees and its committees. Trustees have adopted the Terms of Reference for Committees as detailed in Appendix 1.

## TERMS OF REFERENCE – FINANCIAL MANAGEMENT

### Full Board of Trustees

- should decide priorities according to the agreed academy plan
- should approve all purchases of goods or services above the value as set out in part 2
- should approve all virements above the value as set out in part 2
- should retain an oversight of the academy's budget position by either receiving appropriate financial reports or by approving the minutes of finance committee meetings where such matters have been discussed.

### Resources Committee (including Audit)

- Initial review and authorisation of the annual budget
- Approve the financial statements for filing in accordance with Companies Act and Charity Commission requirements
- Responsible to the Board for ensuring compliance with the Funding Agreement and all relevant financial regulations relating to the Academy are observed
- Oversee capital investment programmes
- Regular monitoring of actual expenditure and income against budget;
- Authorising the purchases of goods and services of value in excess of £10,001 but less than £75,000;
- To fulfil the role of audit committee
- Authorising the disposal of fixed assets with a value of greater than £5,001 but below £10,000;
- should approve all purchases of goods or services above the value as set out in part 2
- should approve all virements above the value as set out in part 2.
- Establish, monitor and review employment policies on behalf of the GB
- Set and monitor remuneration levels for members of staff except for Headteacher and Assistant Head. Remuneration levels for those members of staff will be set by the GB having considered the recommendations of this Committee.
- Contribute to the appraisal of the Headteacher and Assistant Head.
- Establish, monitor and review employment policies
- Review and agree staff training programmes
- Agree with the Headteacher, the type and depth of information to be provided to allow adequate budget monitoring.
- Annual inspection of premises
- Setting of Lettings Policy/Community Education Policy

### Internal Assurance Review

The Resources (including Audit) Committee is required to obtain independent oversight of the Academy's financial affairs. The main purpose of this is to assure the GB that:

- The financial responsibilities of the Board of Trustees are being properly discharged;
- Resources are being managed in an efficient, economical and effective manner;
- Sound systems of internal financial control are being maintained; and
- Financial considerations are fully examined in reaching decisions.

### External Audit and Financial Statements

- To advise the Academy Trust on the appointment, reappointment, dismissal and remuneration of the external auditor
- To consider the reports of the external auditors and Internal Assurance/Responsible Officer service and, when appropriate, advise the Board of Trustees of material controls issues.
- To monitor the implementation of agreed recommendations relating to the external auditors' management letter.
- To establish, in conjunction with the Academy's Executive, relevant performance measures and indicators, and to monitor the effectiveness of the external auditor.
- To review the annual financial statements in the presence of the external auditor, including the auditor's formal opinion, the governance statement, including consideration of the internal control systems effectiveness, risk management statements and any relevant issue raised in the external audit management letter.
- To recommend the annual financial statements to the Academy Trust for approval.

## Appendix 1

### **Risk Management and Internal Control**

- To review the adequacy of the Academy Trust's Risk Management Policy and procedures and to regularly review the risk register.
- To monitor the implementation of Risk Management Action Plans.

### **Fraud Prevention and Detection**

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

### **Overall**

To produce an annual report for the Academy Trust and Accounting Officer, which should include the Committee's advice on the effectiveness of the Academy's risk management, control and governance processes, and any significant matters arising from the work of the Internal Audit/Responsible Officer Service and the external auditor.

### **Frequency of Meetings**

The Committee shall normally meet three times per academic year in line with the Academy Trust's annual cycle of business, and to align with the requirements for filing with the external authorities.

### **Headteacher**

- The Headteacher has delegated responsibility to incur expenditure on goods or services as set out in part 2.
- The Headteacher can vire monies between budget codes up the value as set out in part 2
- Shall regularly monitor the academy's approved budget alongside the School Business Manager, taking measures wherever necessary to ensure that the budget remains on course throughout the financial year.
- The Headteacher shall report to members of the Board of Trustees' Resource Committee on a termly basis and to the Board of Trustees as required.
- Shall prepare draft information on the initial academy budget and annual budget plan alongside the School Business Manager, for consideration by the Resources Committee and Board of Trustees.

### **School Business Manager**

The School Business Manager (SBM) works closely with the Headteacher through whom she is responsible to the trustees. The SBM is deemed to be the Chief Finance Officer for reporting purposes. The SBM also reports directly to the Trustees via the Resources Committee.

- The SBM has delegated responsibility to incur expenditure on goods or services as set out in part 2.
- The SBM can vire monies between budget codes up the value as set out in part 2
- Shall regularly monitor the academy's approved budget alongside the Headteacher, taking measures wherever necessary to ensure that the budget remains on course throughout the financial year.
- The SBM shall report significant variances to the Board of Trustees.
- The SBM shall report to members of the Board of Trustees' Resource Committee on a termly basis and to the Board of Trustees as required. Such reports shall include a statement of the academy's current budget position, as set out by trustees.
- Shall prepare draft information on the initial academy budget and annual budget plan alongside the Headteacher, for consideration by the Resources Committee and Board of Trustees.

## Appendix 1

### **Part 2 – Financial Responsibilities chart**

Task	Responsibility of			
	Full Board of Trustees	Resources (including Audit) Committee	Head teacher	Business Manager
<b>Budget Management</b>				
Draft initial academy budget <del>and standards fund</del>			✓ & BM	
Initial review and authorisation of the annual budget		✓		
Approve the financial statements for filing in accordance with Companies Act and Charity Commission requirements		✓		
Responsible to the Board for ensuring compliance with the Funding Agreement and all relevant financial regulations relating to the Academy are observed		✓		
Oversee capital investment programmes		✓		
Regular monitoring of actual expenditure and income against budget		✓		
Regular monitoring of actual expenditure and income against budget		✓		
Establish, monitor and review employment policies on behalf of the Board of Trustees		✓		
Set and monitor remuneration levels for members of staff except for Headteacher and Deputy Head. Remuneration levels for those members of staff will be set by the Board of Trustees having considered the recommendations of this Committee		✓		
Contribute to the appraisal of the Headteacher and Deputy Head		✓		
Establish, monitor and review employment policies		✓		
Review and agree staff training programmes		✓		
Report on budget to Trustees (on a termly basis)				✓
Authorise virements up to a limit of £5,000				✓
Authorise virements between £5,001 and £10,000			✓ & BM	
Authorise virements between £10,001 up to a limit of £75,000		✓		
Authorise virements in excess of £75,000	✓			
Ensure that financial responsibilities are being properly discharged	✓			
Ensure that resources are being managed in an efficient, economical and effective manner	✓			
Ensure that sound systems of internal financial control are being maintained	✓			

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Ensure that financial considerations are fully examined in reaching decisions	✓			
Ensuring that all financial and administrative returns are made to the DfE and other funders				✓
Ensuring that the necessary information for other statutory returns (annual accounts, Charity Commission filings etc.) is provided promptly to the appropriate authorities				✓
Review financial management arrangements and delegation of powers at least annually	✓			
Exercise powers of the Headteacher where the Headteacher is absent			<b>Deputy Head</b>	
Provide update to Resources Committee on income from external funding streams				✓
Responsibility for the review of the School Resource Management Self-Assessment Tool			✓ & SRM Trustees	
Responsibility for day to day management of financial matters including the establishment and operation of suitable accounting and forecasting systems and an asset register				✓
Management of the Academy financial resources at a strategic and operational level within the framework of financial controls determined by the Board of Trustees				✓
Maintenance of effective systems of internal control				✓
Ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records				✓
Preparation of monthly management accounts and financial reports				✓
Responsible for preparing and obtaining approval for the annual budget				✓
Debt write-off exceeding £500 in value will need to be approved by <b>Resources</b> Committee and copied to the GB.				✓
<b>Debt write off above £45,000 or 1% of total annual income (whichever is smaller) per single transaction needs the prior approval of the Secretary of State.</b>				
<b>Risk Management</b>				
Formally review risks on a regular basis	✓			
Prepare risk management action plan				✓
Consider risk management plans from time to time			✓	
Provide update to trustees on progress of risk management action plan				✓
Monitor progress of actions in risk management action plan	✓			

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<b>Purchasing Goods or Services</b>				
Determine the internal distribution of capitation between departments within academy			✓	
Generate orders				✓
Authorise orders up to a limit of £5,000				✓
Authorise orders between £5,001 and £10,000			✓ & ✓	
Authorise orders between £10,001 up to a limit of £75,000		✓		
Authorise orders exceeding £75,000	✓			
Obtain quotations for expenditure			✓	✓
Arrange Tenders			✓	✓
Open Tenders		✓		
Check goods against orders				Admin & Site
Process invoices for payment				✓
<b>Income</b>				
Collection of income				Admin
Banking of income			✓	
Verification of banking		✓	✓	
<b>Payroll &amp; Personnel</b>				
Approve appointments (in writing) using appropriate documentation			✓	
Verification of availability of finance for supply cover				✓
Approve supply cover ( <del>in writing</del> )			✓	✓
Notify Payroll Provider of starters, leavers, changes				✓
<b>Bank Account</b>				
Sign cheques			✓	✓
Retain cheque book safely				✓
Reconcile funds and submit regular reimbursement claims				✓
<b>Security of Assets</b>				
Maintain inventory				✓
Carry out checks against inventory at least annually				✓
Authorising the disposal of fixed assets up to a value of £500			✓	
<b>Miscellaneous</b>				
Ensure that trustees complete Pecuniary/Business Interests forms on an annual basis	✓			

### TERMS OF REFERENCE – EMPLOYMENT ISSUES

#### **The Full Board of Trustees: -**

Should consider, and agree, a staffing structure (both teaching and non-teaching staff) put together by the Headteacher and management team.

The full Board of Trustees will take policy decisions relating to: -

- staffing complement and structure
- strategy to be followed in respect of a whole academy pay policy
- the redundancy, grievance, disciplinary and capability procedures to be followed
- the delegation of powers (where permissible) and the membership of the committees'/selection panels with delegated powers.
- resignation of Headteacher and Assistant Headteacher and take the decision to proceed with such appointments.
- Ratification of the appointment of Headteacher and Assistant Headteacher
- The full Board of Trustees will perform duties as set out in part 2.

#### **The Selection Panel**

The Selection Panel will shortlist and interview for posts of Headteacher and Assistant Headteacher. Where determined by the full Board of Trustees the Selection Panel will consider advertisement, job description, person specification and timetable for such appointments. The Selection Panel will recommend a candidate for appointment to the full Board of Trustees.

#### **Resources Committee**

The Resources Committee acts as the Personnel Committee and is required to: -

- ensure that all staffing / personnel issues are dealt with in a confidential, professional manner
- be responsible for considering cases of staff discipline, dismissal, capability and grievance as set out in part 2.
- consider salary issues (including regrading) as set out in part 2.

#### **Performance Management**

There will be two or three appointed trustees who are responsible for setting and reviewing performance management objectives for the Headteacher. These trustees will then make a recommendation to the Personnel Committee regarding the annual pay award. The Headteacher will be responsible for all other performance management reviews in the academy and will make a recommendation to the Personnel Committee regarding salary progression.

The Board of Trustees will also appoint a Review Officer responsible for hearing any complaints about the performance management process. This will be the Chair of Trustees unless the Chair has been involved in the Headteacher's performance management review at an earlier stage. In these cases, the Board of Trustees shall appoint one or more Review Officers.

#### **Appeals Committee**

The appeals committee will consider appeals against the decision of the initial personnel committee as set out in part 2

It is important to note that members of this committee must not have had any involvement in any matter connected to the original case e.g. at personnel committee level.

The Appeals Committee must consist of at least the same number of trustees as the committee which originally considered the case.

#### **Headteacher**



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The Headteacher has overall executive responsibility for the Academy's activities within the framework of the agreed annual and longer-term plans. The Headteacher is deemed to be the Accounting Officer for reporting purposes.

The Headteacher shall: -

- perform duties as set out in part 2 where delegated to do by the full Board of Trustees.
- shall not be involved in consideration of his/her own salary or the appointment of his/her successor

**Other than the Headteacher, trustees who are employed at the academy shall not be involved in the consideration of any aspect of pay or appraisal of any academy employee.**

## Appendix 1

### Part 2 – Personnel Responsibilities chart

Task	Responsibility of				
	Full Board of Trustees	Resources Committee	Appeals Committee	Head teacher	Selection Panel
<b>Appointment of Headteacher and Deputy Headteacher</b>					
Accept the resignation of Headteacher/Deputy	✓				
Set Headteacher/Deputy Headteacher salary					✓
Determine advertisement/job spec./person spec/timetable for interview					✓
Select trustees to serve on appointments panel	✓				
Shortlist and interview for Headteacher and Deputy Headteacher					✓
Ratify Appointments of Headteacher and Deputy Headteacher	✓				
<b>Appointment of Teaching and Non-Teaching Staff</b>					
Accept resignations of teaching and non-teaching staff (other than Headteacher or Deputy Headteacher)				✓	
Determine all matters relating to the appointment of Deputy Headteachers	✓				
Determine all matters relating to the appointment of teaching staff		✓			
Determine all matters relating to the appointment of non-teaching staff				✓	
<b>Staff Disciplinary/Dismissal/Grievance/Capability</b>					
Adopt discipline, Grievance and Capability procedures	✓				
Issue verbal warnings to staff				✓	
Issue first written warnings to staff		✓			
Issue final written warnings to staff		✓			
Suspend teaching and non-teaching staff				✓ + Chair	
Suspend the Headteacher	Chair				
Consider cases of staff discipline/capability referred by the Headteacher		✓			
Consider cases of discipline/capability/grievance against the Headteacher		✓			
Consider grievances against staff		✓ or app officer			
Consider appeals			✓		

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Consider termination of contract on grounds of medical capability		✓			
<b>Salary Issues</b>					
Adopt pay policy	✓				
Hear recommendation from performance management trustees re. salary of Headteacher		✓			
Make recommendations to the Initial committee re. Deputy Headteacher and other teaching staff				✓	
Take decisions on teaching staff salaries each autumn term		✓			
Consider applications for non-teaching staff regarding		✓			
Consider appeals against the initial committee's decision			✓		
Consider whether honoraria/bonus should be paid to staff				✓	
<b>Redundancy Issues</b>					
Adopt redundancy policy/procedure	✓			✓	
Determine the number and category of staff to be reduced	✓				
Determine the criteria to be used in making a selection	✓				
Initial consultation with trade unions				✓	
Consider applications for voluntary redundancy		✓			
Select staff for redundancy according to agreed criteria		✓			
Consider representations from staff selected for redundancy		✓			
Hear appeals from staff affected by decision to reduce staff			✓		
<b>General</b>					
Staffing Structure		✓			
Consider requests for flexible working		✓			
Consider requests for career break		✓			
Determine membership of Initial and Appeals Committees	✓				
Review delegation of powers at least annually	✓				
Code of Conduct declarations/disclosures				✓	
Approval and monitoring of External (Educational Visits)				✓	

## Appendix 1