# Charles Darwin Academy Trust

**Scheme of Delegation**

## Key points and summary

This document outlines:

* The requirements of the Articles of Association regarding delegation
* The principles of decision making within Charles Darwin Academy Trust
* The scheme of delegation within Charles Darwin Academy Trust
* The respective roles of the directors, Local Governing Body and the Headteacher

Approved by: CDAT Board

Approved on: 22/09/17

## 1. Introduction and statement of intent

1. Charles Darwin Academy Trust believes that:
   1. The Board of Directors/Trustees should focus upon Trust strategy to enhance student performance, operational efficiency, and learning between academies, including Trust policies.
   2. Strategic / policy decisions affecting an individual academy should be taken by the Local Governing Bodies
   3. Operational and managerial decisions should be delegated to the Headteachers
   4. The Headteachers should delegate operational decisions with a view to keeping decision making as close to the operational impacts as possible and to ensure staff feel empowered to lead their areas of responsibility

## 2. Scope and applicability

This policy outlines the framework for decision making within the Academy Trust. It applies to all Members, Directors/Trustees, members of the Local Governing Bodies and staff at the schools operated by the Trust.

## 3. The Articles of Association

The Articles of Association outline what can, and cannot, be delegated.

Charles Darwin Academy Trust uses the term Headteacher rather than Principal.

## 4. Responsibilities under the policy

### Board of Directors

The Board of Directors is able to exercise all of the powers of Charles Darwin Academy Trust. It is responsible for the performance of the Trust.

The Board of Directors will offer support, constructive advice, a sounding board for ideas, a second opinion on proposals and help where needed, but may also challenge, ask questions, seek information, improve proposals and so seek to arrive at the best solution for the Trust.

### Committees

The Board of Directors may establish a structure of Committees as appropriate. These Committees will act in an advisory capacity to the Board of Directors except where powers have been specifically delegated to them by the Board of Directors.

The Board of Directors shall establish the following committees:

* 1. Finance & Audit Committee
  2. Local Governing Body for each school, each of which shall establish sub-committees as required

1. The terms of reference for each committee are contained at Appendix 3.

Committees are expected to meet at least three times a year, with additional meetings if required. The functions and proceedings of the committees are subject to regulations made by the governors from time to time pursuant to the powers contained in the Articles of Association.

Chairs of each committee will be elected at the first meeting of the Local Governing Body in each school year. The Chair of any committee established at ‘Trust level’ must be a Director; the Chair of any committee that reports to a Local Governing Body must be a voting member of that Local Governing Body. Each committee will establish its clerking arrangements.

The composition of any Local Governing Body of any academy within Charles Darwin Academy Trust must meet the minimum criteria outlined in the Scheme of Delegation to the Articles of Association.

Any committee may co-opt additional committee members who are not Directors or members of a Local Governing Body, but either Directors or members of a Local Governing Body must constitute a majority of the committee. The committee will decide whether individuals who are not Directors or members of a Local Governing Body are able to vote, but Directors and members of a Local Governing Body must be a majority of those individuals voting on any particular issue.

A committee may choose to establish its own committees; any such committee will act in an advisory capacity to the committee that established it.

### Headteacher and staff

The Headteacher is responsible for the internal organisation, management and control of their academy, for advising on and implementing the Trust’s strategic framework, for the implementation of all policies approved by the directors or LGB and for the direction of the teaching and the curriculum at the Academy. For these purposes the directors shall delegate those powers and functions required by the Headteacher.

The Headteacher will formulate aims and objectives and policies and targets for the LGB and directors to consider, and to report to the LGB on progress at each meeting in accordance with a schedule drawn up annually with the Chair of the LGB. The Headteacher will work closely with the senior management team to this end.

The Headteacher and staff are accountable to the LGB and directors for the academy’s performance. The LGB and directors will be prepared to explain its decisions and actions to anyone who has a legitimate interest. This may include staff, pupils and parents as well as the local authority or the Secretary of State.

The Headteacher will comply with any reasonable direction by the LGB or directors when acting on the Trust’s behalf.

The Headteacher will agree and monitor appropriate delegations of authority with other staff.

## Appendices

Appendix 1: Decision matrix

Appendix 2: MAT structure

Appendix 3: Committee Terms of Reference

## Scheme of Delegation

## Appendix 1: Decision Matrix

The following table sets out all the main academy functions. For each function it suggests a decision level. The decision levels are:

* **BoD** – Board of Directors (i.e. members of the CDAT Board)
* **Audit Committee -**  Finance & Audit Committee which has delegated powers
* **LGB** – Local Governing Body
* **LGB Com** – Local Governing Body Committee which has delegated powers
* **HT** - Headteacher
* **FO –** Finance Officer via the Headteacher
* **Other** - other individuals.
* Tick: ! Recommended level(s) of delegation or where law assigns specific responsibility
* Star: ☼ Decisions are made without advice from the Headteacher.

A = Accountable via delegated powers from Board of Directors

R = Responsible for undertaking the activity and reporting to the Accountable individual / Committee

Note: Actions taken by a properly constituted committee, or delegated to an individual governor or to the Headteacher, are taken on behalf of the Board of Directors.

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|  | | **BoD** | **Audit Com** | **LGB** | **LGB Com** | **HT** | **FO** | **Other** |
| Self-evaluation and strategic direction | Setting the values, vision and strategic aims for the Trust | ! |  |  |  |  |  |  |
| Developing a format for each academy’s SDP |  |  | A |  |  |  |  |
| Developing a format for each academy’s SEF |  |  | A |  |  |  |  |
| Quality assuring self-evaluation processes for each academy | ! |  | A |  |  |  |  |
| Quality assuring the SDPs for each academy | ! |  | A |  |  |  |  |
| School improvement  Securing the best possible outcomes for every pupil in the academy | ! |  | A |  |  |  |  |

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|  | | **BoD** | **Audit Com** | **LGB** | **LGB Com** | **HT** | **FO** | **Other** |
| Financial and Operational Management | Approving financial procedures in accordance with legal and DfE requirements and best practice | ! |  |  |  |  |  |  |
| Ensuring that the financial procedures are implemented effectively |  | !  Audit |  |  |  |  |  |
| Maintaining accurate, reconciled and up to date records to provide financial and statistical information |  | A  Audit |  |  |  | R |  |
| Establishing and maintaining asset registers in accordance with financial procedures |  |  |  |  |  | ! |  |
| Ensuring that any disposal of assets complies with the financial procedures |  | A  Audit |  |  |  | R |  |
| Maintaining a register or pecuniary and business interests of governors and staff |  |  |  |  |  |  | Clerk for BoD/ LGC |
| Establishing and maintaining procedures for effective audit in accordance with legal and DfE requirements | ! | A  Audit |  |  |  |  |  |
|  | Receiving reports from audit inspections and the resulting Action Plan | ! |  |  |  |  |  |  |
| Ensuring appropriate insurance arrangements in accordance with the financial procedures proceduprproceduresancial procedures | ! |  |  |  |  | A |  |
| To approve the first formal budget plan each financial year in accordance with DfE timeframes | ! |  |  |  |  |  |  |
| To monitor, review, and amend as necessary, the Trust’s actual financial performance throughout the year and at year end | A  Trust | R  Audit | A  Each school |  |  | R |  |
| Ensuring all transfers between budget headings (virements) comply with the financial procedures |  | A  Audit |  |  |  | R |  |
| Establishing and implementing procedures for staff and Directors to claim expenses | A |  |  |  | R |  |  |
| Approving a lettings policy and fees |  |  | ! |  |  |  |  |
| Ensuring that any writing off of debts complies with the financial procedures |  | A |  |  |  | R |  |
| Ensuring that all procurement processes and resulting contracts and agreements conform with the financial procedures |  | A |  |  |  | R |  |
| Authorising payments on receipt of correct invoices where goods have been received to the correct price, quantity and quality standard |  |  |  |  |  | ! |  |
| Retaining the appropriate financial records, and storing them appropriately, to comply with legal and / or DfE requirements |  |  |  |  |  | ! |  |
| Approving applications for Business / Credit Cards |  |  |  |  | ! |  |  |
| Complying with VAT and CIT regulations |  | A |  |  |  | R |  |
| To investigate financial irregularities (not involving the Headteacher) |  |  |  |  | ! |  |  |
| To investigate financial irregularities (involving the Headteacher) |  | !  ☼ |  |  |  |  |  |
| To establish and implement a Buildings Maintenance strategy |  |  | ! |  |  |  |  |
| To ensure compliance with Health and Safety legislation | A |  |  |  |  |  | R |
| To set the academy day and year |  |  | ! |  | A |  |  |

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|  | | **BoD** | **Audit** | **LGB** | **LGB Com** | **HT** | **FO** | **Other** |
| Governance | To appoint (and remove) the Chair and Vice-Chair of Board of Directors | ! |  |  |  |  |  |  |
| To appoint and dismiss the clerk to the Board of Directors | ! |  |  |  |  |  |  |
|  | To appoint and dismiss the clerk to a Committee | ! |  | ! |  |  |  | Each committee |
| To appoint the Chair of a Committee |  |  | ! | A |  |  | Each committee |
| To appoint and remove co-opted Directors | ! |  |  |  |  |  |  |
| To appoint and remove co-opted members of LGB and its committees |  |  | ! |  |  |  |  |
| To establish, approve Terms of Reference for committees | ! |  | A |  |  |  |  |
| To review at least annually the committee structure and any delegated powers | ! |  | A |  |  |  |  |
| To approve the Scheme of Delegation | ! |  |  |  |  |  |  |
| To approve the Financial Regulations and Procedures | ! | A  Audit |  | FGP |  |  |  |
| To approve the safeguarding policies and procedures for the Trust | ! |  |  |  |  |  |  |
| To approve the Health and Safety policies and procedures for the Trust | ! |  |  |  |  |  |  |
| To approve and circulate the Annual Report | ! |  | A |  |  |  |  |
| HR / staffing | To approve the overall staffing establishment for the academy | ! |  | A |  |  |  |  |
| Establish and ensure accurate payroll management | ! | Oversight | Oversight |  |  | A |  |
| Appoint the Headteachers | !  ☼ |  |  |  |  |  |  |
| Performance management of the Headteachers (including salary) | ! |  | A |  |  |  |  |
| Approve the commencement of recruitment for posts other than the Headteacher that are within the approved staffing establishment |  |  | oversight | oversight | ! |  |  |
| Appoint staff who directly report to the Headteacher |  |  | ! | A  Personnel |  |  |  |
| Appoint other teaching staff |  |  | ! |  | A |  |  |
| Appoint other support staff |  |  | ! |  | A |  |  |
| Approve HR policies | ! |  | A |  |  |  |  |

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|  |  | **BoD** | **Audit** | **LGB** | **LGB Com** | **HT** | **FO** | **Other** |
|  | Implement, monitor, review and propose amendments to the HR policies | ! |  |  | A  Personnel |  |  |  |
|  | Suspend or dismiss the Headteacher(s) | !  ☼ |  | Involvement |  |  |  |  |
| Suspend staff (besides the Headteacher) |  |  |  |  | ! |  |  |
| Dismiss staff (besides the Headteacher) |  |  | Involvement |  | ! |  |  |
| Approve any leaving payments (redundancy, dismissal, early retirement) in accordance with academy policy | Involved | !  Audit |  | ! |  |  |  |
| Student development | To exclude a pupil (fixed term or permanently) |  |  |  |  | ! |  |  |
| To consult on and determine an admissions policy for the academy | ! |  | A |  |  |  |  |
| To ensure that there is a daily act of collective worship |  |  |  |  | ! |  |  |
| To ensure that the curriculum complies with the legal and Funding Agreement requirements |  |  |  |  | ! |  |  |
| To receive any external assessments of academy performance and any associated Action Plan | !  feedback |  | !  Lead |  |  |  |  |
| To ensure the provision of free school meals to eligible pupils |  |  |  |  | ! |  |  |
| To adopt, implement and review any home – academy agreements | Involved |  | ! |  | A |  |  |
| To approve the curriculum |  |  |  | ! |  |  |  |