



## **SCHEME OF DELEGATION**

### **Introduction**

The scheme of delegation sets out the delegated powers between the different bodies involved in the governance and operation of Wessex Multi-Academy Trust (WMAT) and member academies.

Our Scheme of Delegation will:

- Promote a culture of honesty and accountability
- Ensure the executive leadership is clear about powers of delegation
- Identify responsibility for the appointment and performance management of the Executive Headteacher and headteachers
- Ensure that the role of leadership and accountability is fully understood throughout the trust
- Identify responsibility for policy and practice in each academy
- Identify responsibility for oversight of educational performance in each academy
- Identify responsibility for oversight of each academy's budget
- Identify responsibility for assessment of risk in each academy

The structure below takes account of plans for growth. However, until the Trust grows beyond its current capacity of five the powers of the Standards Committee will remain with the Board of Trustees:

1. Members
2. Board of Trustees (Trustees)
3. Finance and Operations Committee (incl Audit and Risk)
4. Standards Committee
5. Chief Executive Officer
6. Chief Financial Officer
7. MAT Clerk
8. Local Governing Body
9. Headteachers of individual academies

The delegated powers are broken down into different levels in line with WMAT's principles of governance, leadership and operation. The delegated autonomy for individual academies is aligned with the need for the WMAT to fulfil its corporate responsibilities and accountabilities to the Department for Education, Education Funding Agency, Charities Commission, HMRC and Companies House.

The scheme of delegation should be read in conjunction with the terms of reference for the relevant body. While the scheme is designed to be comprehensive it will not cover every task.

### **Format, Structure and Clarity**

The scheme of delegation is intended to be a working document so for ease of usage it has been divided into the following subheadings:



1. Governance - Systems and Structures
2. Governance - People
3. Staff Policies and Pay
4. Staff Management
5. Financial Governance and Management
6. Academy Policies and Procedures
7. Church Academies
8. Reporting
9. Premises and Assets

### **WMAT & Academy Policies**

A key task for the MAT Board is to develop a policy matrix identifying the range of statutory, regulatory and necessary policies. To ensure consistency and efficiency most policies, and all statutory policies, will be generated through the WMAT with flexibility built in to take account of the local context. The scheme of delegation will set out the responsibility for approval and monitoring of these policies.

Task	MEM	TRU	Finance and Operations Committee	Standards Committee	CEO	CFO	MAT Clerk	LGB	HT
<b>1. Governance – systems and structure</b>									
1.1	Review and approve Articles of Association	✓ Approve changes to the articles of association Cannot be done without SDBE approval	Review and recommend changes to Articles to Members for their approval						
1.2	Review and approve Board Terms of Reference		✓ Review draft and approve final version				Prepare draft and circulate to Trustees		
1.3	Review and approve Scheme of Delegation		✓ Review draft and approve final version				Prepare draft and circulate to Trustees		
1.5	Review and approve overall Trust mission, vision and values	✓ In partnership with Trustees	✓ In partnership with Members						
1.6	Review and approve new convertor or sponsored academies joining WMAT		✓ Review and approve		Prepare draft alongside CFO and Clerk	Prepare draft alongside CFO and Clerk	Prepare draft and circulate to Trustees		
1.7	Establish Committees (incl LGBs) – Constitution, Membership and Make-up		✓ Review and Approve				Collate information and circulate to Trustees		
1.8	Review and Approve Committee Terms of Reference (ToR)		✓ Review proposed changes from LGBs and Trustees suggestions and approve final version Autumn 1					LGBs review Trust ToR Summer 2 and submit proposed changes to Trustees	
1.9	Establish and manage LGB sub-committees							✓ Any sub-committees to have ToRs and membership approved by full LGB. Follow MAT procedures for HT PM, Exclusions, Complaints, Pay and Disciplinary	
1.10	Trustees skills audit: for recruitment and development		✓ Complete form biannually and return to Clerk						
1.11	LGB skills audit: for recruitment							✓ Complete form biannually and return to Clerk	
1.12	Review and approve MAT Policy Matrix		✓ Review and approve				Keep up to date		

Task	MEM	TRU	Finance and Operations Committee	Standards Committee	CEO	CFO	MAT Clerk	LGB	HT
1.13	Academy Policy Matrix							✓ Using MAT template	
1.14	Create and approve Standards Monitoring Document		✓ Trustees to review and approve final document		Create alongside MAT central team				
1.15	Review and approve Governance Expenses Policy		✓ Review and approve final policy			Review and prepare draft			
1.16	Annual schedule of meetings		✓ Trustees to review and approve final schedule				Collate meeting dates and produce draft schedule	LGB set meeting within MAT window	
1.17	Whistleblowing		✓		Report to Trustees				Report to LGB & CEO

Task	MEM	TRU	Finance and Operations Committee	Standards Committee	CEO	CFO	MAT Clerk	LGB	HT
<b>2. Governance – people</b>									
2.1	Trustees: Appoint/Remove	✓ Following articles/MoU	✓ Following articles co-opted/ MoU						
2.2	Appoint Chair and Vice Chair of Board		✓ Annual vote summer 2						
2.3	Appoint Chair and Vice Chair of LGB		✓ Trustees review and appoint annually					LGBs elect a Chair/Vice-Chair and submit nomination to Trustees for approval on ToR	
2.4	Remove Chair or Vice Chair of LGB		✓ Consider LGB recommendations and remove if appropriate – panel of 3					LGB can also recommend removal to Trustees as a result of a vote of no confidence	
2.5	Appoint LGB members		✓ Trustees recommend Foundation subsequently following Diocese process					LGB co-opt and recommend to Trustees for approval following MAT process	
2.6	Remove LGB members		✓ Consider LGB recommendations and remove if appropriate. (liaise with Diocese for Foundation) – panel of 3					LGB can also recommend removal to TRU as a result of a vote of no confidence or non-attendance at consecutive LGB meetings for 6 months	
2.7	Appoint (and remove) Chair(s) of TRUector committees		✓ Following articles						
2.8	Appoint (and remove) Clerk to WMAT Board		✓ Following HR process						
2.9	Appoint (and remove) Clerk to LGB		✓ Following HR process					LGB's can recommend appointment/removal.	
2.10	Appoint Accounting Officer		✓ Following HR process including SDBE as per Articles and MoU						
2.11	Create, review and approve MAT Strategic Plan		✓ Create, review and approve			Input	Input		

Task	MEM	TRU	Finance and Operations Committee	Standards Committee	CEO	CFO	MAT Clerk	LGB	HT
2.12	Review, approve and monitor MAT Action Plan	Receive report annually at AGM	✓ Approve annually and monitor termly. Report to Members annually at AGM			Create, review and update			
2.13	Academy Improvement Plan (SIP) incl performance targets			Receive update termly	Collate and report to Standards Committee termly			✓ Review, approve and submit to CEO annually Autumn 1 Monitor termly	Create annually Review termly
2.14	Academy Self Evaluation Form			Receive update termly	Collate and report to Standards Committee termly			✓ Monitor termly	Report termly
2.15	Governance Handbook incl role descriptors for Trustees, Chair, Committee Chairs Committee Members, etc		✓ Review and approve				Create and update. Foundation role is as determined and published by SDBE		

Task	MEM	TRU	Finance and Operations Committee	Standards Committee	CEO	CFO	MAT Clerk	LGB	HT
<b>3. Staff Policies and Pay</b>									
3.1	HR, employment & staff related policies		✓ Review and approve					Academies to refer and abide by policy	Academies to refer and abide by policy
3.2	Employee terms & condition changes	✓ Review and approve							
3.3	Employee T&Cs for new academies	✓ Review and approve							
3.4	Teachers Annual Pay Award incl Pay Policy		✓ Review and approve					Academies to refer and abide by policy	Academies to refer and abide by policy
3.5	Support Staff Annual Pay Award incl Pay Policy		✓ Review and approve					Academies to refer and abide by policy	Academies to refer and abide by policy
3.6	Appoint Executive Improvement Partner	✓							
3.7	Appoint Academy Improvement Partner				✓				
3.8	CEO Performance Review & Pay	✓ Pay Panel of minimum 3 Trustees							
3.9	HT Performance Review and Pay		✓ Review and approve increment forms					Pay Panel of minimum 3 Local Governors	
3.10	Senior Leaders Performance Review and Pay		✓ Review and approve increment forms					Academies to refer and abide by MAT policy – incl LGB Chair authorisation Monitor implementation of PM procedures in academy	Academies to refer and abide by MAT policy Implement staff PM procedures in academy Autumn 1
3.11	Staff PM procedures reviewed and approved		✓ Review and approve procedures			Review and update procedures			
3.12	Staff PM and pay progression reviewed and agreed incl appeal		✓ Delegate to CEO to implement for MAT central team Monitor implementation of PM procedures in MAT central team		CEO to implement staff PM procedures for MAT central team Delegate to line managers where appropriate	Submit changes to payroll		Academies to refer and abide by MAT policy. Monitor implementation of PM procedures in academy	Academies to refer and abide by MAT policy Implement staff PM procedures in academy Autumn 1 Delegate to Line Managers, where appropriate.

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<b>4. Staff Management</b>									
4.1	CEO appointment		✓ SDBE to be involved. Members can also be involved by not essential. 50% of panel must be Foundation						
4.2	CFO appointment		✓ Panel of 3 Trustees						
4.3	MAT staff structure & complement			✓ Review and approve annually		Review alongside CFO	Review alongside CEO		
4.4	MAT staff appointments					✓ Can be delegated further			
4.5	Academy staff structure & complement							✓ Approve annually	Review and recommend to LGB annually
4.6	Headteacher appointment		✓ SDBE to be involved for Church academies					Panel to include at least 1 Local Governor	
4.7	Senior leadership appointments							✓ To include an SDBE rep in an advisory capacity where relevant to church academy leadership	
4.8	Teaching and support staff appointments							✓ Gov to be part of process See HR policy	Manage process See HR policy
4.9	Suspension of CEO		✓ Following HR policy. Chair & Chair organises investigation						
4.10	Return of CEO after suspension		✓ Following HR policy. Chair						
4.11	Dismissal of CEO and appeal		✓ Following HR policy Panel of 3 TRU						
4.12	Suspension of Headteacher and return after suspension					✓			
4.13	Dismissal of Headteacher and appeal		✓ Panel of 3 Trustees						
4.14	Suspension of teaching and support staff excl Headteacher and return after suspension								✓ Academies to refer and abide by MAT policy on the advice of HR



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4.15 Dismissal and appeal of teaching and support staff excl Headteacher								✓ Academies to refer and abide by MAT policy LGB (3 Gobs) + HR advice, inform CEO LGB Appeal (3 Gobs no prior knowledge), + HR advice, inform CEO	
4.16 Suspension of MAT Central teaching and support staff excl CEO and return after suspension					✓ Following HR policy				
4.17 Dismissal and appeal of MAT Central teaching and support staff excl CEO		✓ Panel of 3 Trustees following HR policy							
4.18 Restructuring and redundancy of academy staff			✓ Review, approve and abide by HR policy and procedures					Academies to refer and abide by HR policy LGB to recommend to TRU	
4.19 Grievance raised by CEO and Headteachers		✓ Panel of 3 Trustees following HR policy							
4.20 Grievance raised by teaching and support staff excl Headteacher								✓ Chair if about HT following HR policy	✓ Excl about HT following HR policy
4.21 Grievance raised by MAT Central teaching and support staff excl CEO		✓ Panel of 3 Trustees following HR policy							
4.22 Attendance Management Policy		✓ Review and approve MAT policy – minimum 4 Trustees							
4.23 Attendance management for CEO		✓ Review, approve and abide by HR policy Chair See also 4.10 if necessary							
4.24 Attendance management for Headteachers								✓ Chair following HR policy	
4.25 Attendance Management for MAT Central Staff excl CEO					CEO delegate to line managers where appropriate. See 4.16 is necessary				

Task	MEM	TRU	Finance and Operations Committee	Standards Committee	CEO	CFO	MAT Clerk	LGB	HT
4.26	Attendance Management for teaching and support staff excl Headteacher							Monitor	✓ Manage implementation and report headline data to LGB HT delegate management to line managers where appropriate.
4.27	Attendance Management Appeals – CEO	✓ Panel of 3 TRU			Lodge an appeal as per process				
4.28	Attendance Management Appeals – Headteachers	✓ Panel of 3 TRU							Lodge appeal as per process
4.29	Attendance Management Appeals – teaching and support staff excl Headteachers							✓ Panel of 3 GOVS	Receive appeal
4.30	Attendance Management Appeals – MAT Central Staff excl CEO	✓ Panel of 3 TRU			Receive an appeal as per process				

Task	MEM	TRU	Finance and Operations Committee	Standards Committee	CEO	CFO	MAT Clerk	LGB	HT	
<b>5. Financial Governance, Management and Authorisation</b>										
5.1	Appoint the Auditors	✓ Every 3 years at AGM								
5.2	Academy Financial Regulations		✓ Review and approve				Review and recommend			
5.3	MAT & Academy financial procedures		✓ Review and approve				Create, review and recommend			
5.4	MAT 3-year Budget Plan		✓ Review and approve			Input alongside CFO	Create, review and recommend			
5.5	MAT 1 year Budget		✓ Review and approve			Input Alongside CFO	Create, review and recommend			
5.6	MAT levy		✓ Review and approve			Input alongside CFO	Review and recommend			
5.7	MAT budget reports		✓ Management Accounts monthly to Chair, RC Chair and CEO	Review and approve termly			Create, review and recommend			
5.8	MAT annual accounts and Trustees (Trustees) report	Receive annually at AGM	✓ Input, review and approve			Input alongside CFO and Trustees	Input alongside CFO and Trustees	Circulate to Members and academy clerks after TRU	Receive	
5.9	MAT accounts return to ESFA		✓ Sign			Ensure signed	Submit			
5.10	Response to auditor's management letter		✓	Create			Create and submit to ESFA after Trustee approval			
5.11	Academy 1 year budget			✓ Review and approve			Support HT to produce	LGB agree provisional school budget and submit to TRU for approval by deadline	Create	
5.12	Academy budget reports							✓ LGB monitor termly. Management accounts monthly to HT, Chair and Finance Link Gov (if any) Management accounts to be shared with LGB if appropriate for meeting timing.		
5.13	Management of risk: establish register, review and monitor	Receive termly	✓ Approve template and process			Update MAT risk register alongside CFO	Draft template and process Update MAT risk register alongside CEO	Forward to CFO for review	LGBs review academy risk register at each meeting and return to Clerk	Update academy risk register

			Review risk register each meeting Present to Members termly							
5.14	Assessing and approving reputational risks		✓						Make Trust aware	Make Trust aware

Task	MEM	TRU	Finance and Operations Committee	Standards Committee	CEO	CFO	MAT Clerk	LGB	HT
5.15	Review and approve trust wide procurement strategies and efficiency savings programme		✓ Review and approve			Create and review			
5.16	Trust's scheme of financial delegation	✓ Review and approve				Create and review To be added as appendix			

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<b>6. Academy Policies &amp; Procedures</b>									
6.1	Academy times, terms and holidays					✓ In consultation with HTs			Input to CEO
6.2	Change of Academy Age Range		✓ In consultation with or following proposal by LGB – SDBE involvement for church academies					LGB to propose or respond to MAT consultation	Input to LGB
6.3	Change of Academy PAN		✓ In consultation with or following proposal by LGB – SDBE involvement for Church academies					LGB to propose or respond to MAT consultation	Input to LGB
6.4	Change to Academy provision		✓ In consultation with or following proposal by LGB – SDBE involvement for Church academies					LGB to propose or respond to MAT consultation	Input to LGB
6.5	Extended services on-site		✓ In consultation with or following proposal by LGB – SDBE involved for Church academies					LGB to propose or respond to MAT consultation LGB monitor	Input to LGB
6.6	Health & safety policy			✓ Review and approve				Circulate to academies	
6.7	Child welfare & safeguarding policy				✓ Review and approve			Circulate to academies	
6.8	Academy statutory policies		✓ Review and approve					Circulate to academies	
6.9	Academy non-statutory policies							✓ Review and approve Send to MAT for records	
6.10	Short-term suspension				Monitor across Trust			✓ Representations to LGB Committee if requested Monitor suspensions	Suspension decision Report numbers to LGB
6.11	Return after short-term suspension								✓ Manage or delegate management

Task	MEM	TRU	Finance and Operations Committee	Standards Committee	CEO	CFO	MAT Clerk	LGB	HT
6.12 Permanent exclusions				Monitor across Trust				✓ LGB Committee to consider and decide Monitor permanent exclusions	Permanent Exclusion decision Report numbers to LGB Prepare academy case
6.13 Appeals against permanent exclusion				✓ Agree arrangements for Independent Appeals Process as per exclusions code					
6.14 Creation and establishment of Complaints Policy including appeals		✓ Create, review and approve			Follow		Follow	Follow	Follow
6.15 Admissions policy		✓ Trustees final approval incl entry criteria and PAN						LGB agree entry criteria and PAN at first meeting of the year. Recommend to TRU (no consultation) LGB oversee consultation process, consider responses and recommend policy to TRU for final approval (consultation needed)	
6.16 Admissions appeals				✓ Agree arrangements for Independent Appeals process as per academy admissions code					

Task	MEM	TRU	Finance and Operations Committee	Standards Committee	CEO	CFO	MAT Clerk	LGB	HT
<b>7. Church Academies</b>									
7.1	Academy CE vision		✓ Review and approve with SDBE input						
7.2	Collective Worship principles and policies		✓					Review and approve with SDBE input	
7.3	RE principles, policy and practice		✓					Review and approve with SDBE input	
7.4	Christian distinctiveness - SIAMS		✓					Monitor progress towards meeting requirements of SIAMS inspection termly	Meet requirements of SIAMS inspection



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<b>8. Reporting</b>									
8.1	MAT Branding		✓						
8.2	Academy logo		✓ Review and approve					LGB to submit proposal to TRU for approval	
8.3	Academy prospectus							✓ Approve	
8.4	Academy uniform policy		✓					Propose changes to Trustees Monitor affordability	
8.5	Annual report on performance of the WMAT: submit to Members and publish (see also 5.8 Trust Annual Accounts and Trustee (Trustees) Report, 2.12 MAT Improvement Plan)	Receive report	✓ Input, review and approve Report to Members			Input and review alongside CFO	Input and review alongside CEO		
8.6	Annual reports and accounts including accounting policies, signed statements on regularity, proprietary and compliance, incorporating governance statement demonstrating value for money (5.8 see also Trust Annual Accounts)		✓ Input, review and approve Report to Members			Input and review alongside CFO	Input and review alongside CEO		

Task	MEM	TRU	Finance and Operations Committee	Standards Committee	CEO	CFO	MAT Clerk	LGB	HT
<b>9. Premises &amp; Assets</b>									
9.1	Asset Management Policy and Plan		✓ Review and approve				Review and update		
9.2	Leases		✓ Review and approve						