



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 the Academy Trust
- The scheme of delegation within the Academy Trust
- The respective roles of the Governors and the Headteacher

Approved by: Full Governing Body

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Introduction and statement of intent

1. The Academy Trust believes that:
 - a. Strategic / policy decisions regarding the whole school should be taken by Governors with guidance from the Headteacher who is the lead professional at Swakeleys School for Girls
 - b. Operational and managerial decisions should be delegated to the Headteacher and Deputy Headteachers
 - c. The Headteacher will delegate appropriate operational decisions to the Deputy Headteachers

Scope and applicability

2. This policy outlines the framework for decision making at Swakeleys School for Girls. It applies to all Governors and staff.

The Articles of Association

3. The following are the relevant clauses from the Articles of Association that outline what can, and cannot, be delegated.
 - Clause 94: Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Academy Trust shall be managed by the Governors who may exercise all the powers of the Academy Trust.
 - Clause 101: Subject to these Articles, the Governors may establish any committee. Subject to these Articles, the constitution, membership and proceedings of any committee shall be determined by the Governors. The establishment, terms of reference, constitution and membership of any committee of the Governors shall be reviewed at least once in every twelve months. The membership of any committee of the Governors may include persons who are not Governors, provided that a majority of members of any such committee shall be Governors. The Governors may determine that some or all of the members of a committee who are not Governors shall be entitled to vote in any proceedings of the committee. No vote on any matter shall be taken at a meeting of a committee of the Governors unless the majority of members of the committee present are Governors.
 - Clause 102: The Governors may delegate to any Governor, committee, Headteacher or any other holder of an executive office, such of their powers or functions as they consider being desirable to be exercised by them.
 - Clause 103: Where any power or function of the Governors is exercised by any committee, any Governor, Headteacher or any other holder of an executive office, that person or committee shall report to the Governors in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Governors immediately following the taking of the action or the making of the decision.
 - Clause 104: The Governors shall appoint the Headteacher. The Governors may delegate such powers and functions as they consider are required by the Headteacher for the internal organisation, management and control of the Academy (including the implementation of all policies approved by the Governors and for the direction of the teaching and curriculum at the Academy). The Headteacher will delegate to the Deputy Headteachers accordingly.
4. The Governing Body cannot delegate any functions relating to:
 - the constitution of the Trust (unless otherwise provided by the Constitution Regulations);

- the appointment or removal of the chair and vice-chair;
- the appointment of the clerk;
- the suspension of Governors;
- the delegation of functions;
- the approval of the first formal budget (Academies Financial Handbook paragraph 2.1.10)
- the establishment of committees.

Responsibilities under the policy

Full Governing Body

5. The Governing Body is able to exercise all of the powers of the Academy Trust. It is responsible for the performance of the Trust. Accordingly, it will approve the policies for the Trust.
6. The Governing Body 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.

Governing Body Committees

7. The Governing Body may establish a structure of Committees as appropriate. These Governing Body Committees will act in an advisory capacity to the Governing Body except where powers have been specifically delegated to them by the Governing Body.
8. 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.
9. Each committee will elect a Chair from amongst its number. The Chair of the committee must be a governor; employees, including the Headteacher, cannot be the Chair of the Governing Body or of any committee.
10. The committee may co-opt additional committee members who are not Governors, but Governors must constitute a majority of the committee. The committee will decide whether non-governor members are able to vote, but Governors must be a majority of those individuals voting on any particular issue.
11. A committee may choose to establish its own sub-committees; any such sub-committee will act in an advisory capacity to the Governing Body committee. The functions and proceedings of the sub-committees are subject to regulations made by the Governors from time to time pursuant to the powers contained in the Articles of Association.

Headteacher and staff

12. For the period until 31 August 2024, the Headteacher is Kelda Stevenson. Kelda Stevenson is also the Accounting Officer for the Trust.
13. the Accounting Officer must take personal responsibility (which must not be delegated) for ensuring that the Board is compliant with the funding agreement and the Academies Financial Handbook (AFH).
14. The Headteacher, through appropriate delegation to the Deputy Headteachers and Chief Financial Officer is responsible for the internal organisation, management and control of the

academy, for advising on and implementing the Trust's strategic framework, for the implementation of all policies approved by the Governors and for the direction of the teaching and the curriculum at the Academy. For these purposes the Governors shall delegate those powers and functions required by the Headteacher.

15. The Headteacher will formulate aims and objectives and policies and targets for the Governing Body to consider, and to report to the Governing Body on progress at each meeting in accordance with a schedule drawn up annually with the Chair of the Governing Body. The Headteacher will work closely with the senior leadership group to this end.
16. The Headteacher and staff are accountable to the Governing Body for the academy's performance. The Governing Body 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.
17. The Headteacher will comply with any reasonable direction by the Governing Body when acting on the Trust's behalf.
18. The Headteacher will agree and monitor appropriate delegations of authority with other staff.
19. Employees, including the Headteacher cannot be the Chair of the Governing Body or of any committee.

Appendices

Appendix 1: Decision matrix

Appendix 2: Role of the Governing Body

Appendix 3: Scheme of Financial Delegation

Appendix 4: Financial authorisation levels

Appendix I: Decision Matrix

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

- **GB** - Governing Body.
- **GBC** - Governing Body Committee which has delegated powers
- **HT** - Headteacher.
- **DHT** – Deputy Headteacher
- **CFO** – Chief Financial Officer via the Headteacher.
- **Staff** - Decisions delegated to other members of staff
- Tick: ✓ Recommended level(s) of delegation or where law assigns specific responsibility
- Asterisk: * Decisions are made without advice from the Headteacher.

Note: Actions taken by a properly constituted committee or delegated to an individual governor or to the Headteacher, are taken on behalf of the Governing Body. The Governing Body will remain accountable.

		GB	GBC	HT	DHT	CFO	Staff	Which staff
Governance	To appoint (and remove) the Chair and Vice-Chair of Governors	✓						
	To appoint and dismiss the clerk to the Governing Body	✓						
	To appoint and dismiss the clerk to a Committee	✓						
	To appoint the Chair of a Committee	✓						
	To appoint and remove co-opted Governors	✓						
	To establish, approve Terms of Reference for and membership of, and monitor a committee, reviewing the committee structures and any delegated powers at least annually	✓						
	To review and approve the policies for the Academy, including but not limited to: <ul style="list-style-type: none"> • Scheme of Delegation, including scheme of financial delegation • Financial procedures • Staffing (including Terms and Conditions) • Health and Safety 	✓		✓	✓			
	To approve and circulate the annual accounts and report	✓						
To establish and implement a Buildings Maintenance strategy	✓							

		GB	GBC	HT	DHT	CFO	Staff	Which staff
Operational Management	To monitor Health and Safety to ensure compliance	✓						
	To set the academy day and year	✓						
Financial Management	Approving financial procedures in accordance with legal and DfE requirements and best practice	✓						
	Ensuring that the financial procedures are implemented effectively	✓						
	Maintaining accurate, reconciled and up to date records to provide financial and statistical information					✓		
	Establishing and maintaining asset registers in accordance with financial procedures					✓		
	Ensuring that any disposal of assets complies with the financial procedures	✓						
	Maintaining a register or pecuniary and business interests of Governors and staff							Company Secretary
	Establishing and maintaining procedures for effective audit and audit assurance in accordance with legal and DfE requirements	✓	✓					
	Receiving reports from audit inspections and the resulting Action Plan	✓	✓					
	Ensuring appropriate insurance arrangements in accordance with the financial procedures					✓		
	To prepare the draft and final budget plans each financial year in accordance with DfE timeframes.					✓		
	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	✓						
	Ensuring that all transfers between budget headings (virements) comply with the financial procedures				✓			
	Establishing and implementing procedures for staff and Governors to claim expenses	✓						
	Approving a lettings policy and fees	✓						
	Ensuring that any writing off of debts complies with the financial procedures	✓						
	Ensuring that all procurement processes and resulting contracts and agreements conform with the financial procedures	✓						
	Authorising payments on receipt of correct invoices where goods have been received to the correct price, quantity and quality standard					✓		Budget Holder
	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					✓			
To investigate financial irregularities (not involving the Headteacher)				✓				

		GB	GBC	HT	DHT	CFO	Staff	Which staff
	To investigate financial irregularities (involving the Headteacher)	✓						
HR / staffing	Establish and ensure accurate payroll management					✓		HR Officer
	Appoint the Headteacher	✓						
	Performance management of the Headteacher (including salary)		✓					
	Appoint staff who directly report to the Headteacher			✓	✓			
	Appoint other teaching staff			✓	✓			
	Appoint other support staff			✓	✓	✓		
	Approve Terms and Conditions policy	✓						
	Approve disciplinary / capability / grievance / performance management policies	✓						
	Implement, monitor, review and propose amendments to the HR policies			✓				
	Suspend or dismiss the Headteacher	✓*						
	Suspend staff (besides the Headteacher)			✓	✓			
	Dismiss staff (besides the Headteacher)	✓		✓				
	Approve any leaving payments (redundancy, dismissal, early retirement)			✓	✓			
Student development	To exclude a pupil (fixed term)			✓	✓			
	To exclude a pupil (permanently)	✓						
	To consult on and determine an admissions policy	✓						
	To determine who will be offered a place in accordance with the admissions policy	✓		✓	✓			
	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	✓						
	To ensure the provision of free school meals to eligible pupils			✓	✓			
	To adopt, implement and review any home – academy agreements			✓	✓			
	To approve the curriculum	✓						

Appendix 2: Role of the Governing Body

The Governing Body of the academy is responsible for the strategic direction and management of the academy including:

1. policy development and strategic planning including target setting
2. agreeing policies for the sound management and administration of the academy
3. allocating the academy's financial, human and other resources
4. setting performance targets
5. agreeing a school development plan
6. producing a scheme of delegation for the management of the academy
7. ensuring compliance with legal requirements
8. ensuring sound management of the academy's finances and resources
9. setting the academy's standards of conduct and values
10. holding the Headteacher to account for the performance of the academy
11. establishing and maintaining a transparent system of prudent and effective internal controls
12. accounting to parents/carers and other stakeholders for the performance of the academy
13. approving the first formal budget plan each financial year in accordance with DfE timeframes
14. appointing the Headteacher and Chief Financial Officer
15. approving financial procedures in accordance with legal and DfE requirements and best practice
16. establishing and maintaining procedures for effective audit and audit assurance in accordance with legal and DfE requirements

Appendix 3: Scheme of Financial Delegation

The responsibilities of the Governing Body are detailed in Appendix 1 and Appendix 4. The Governing Body retains the legal accountability for the performance of the academy trust and may issue any reasonable instruction to the Personnel Committee, Headteacher, or Chief Financial Officer to ensure that the Trust fulfils its legal and Funding Agreement obligations.

The responsibilities of the Personnel Committee are detailed in Appendix 2 and Appendix 4.

This Appendix details the responsibilities of specific post-holders within Swakeleys School for Girls.

Headteacher

The Headteacher is responsible for:

1. Signing contracts on behalf of the Governing Body
2. Determining appropriate virements (as set out in the Delegation Matrix)
3. Approving appropriate contracts (as set out in the Delegation Matrix)
4. Acting as a cheque signatory / payment authoriser (as set out in the Delegation Matrix)
5. Approving orders
6. Approving new staff appointments (besides any that require Governor involvement)
7. Whilst the Chief Financial Officer and Budget Holders are responsible for implementing the stated policies/procedures, it remains the responsibility of the Headteacher who is personally responsible for this delegation of their duties.
8. Authorising the write off of any deficiencies of individual stock and inventory items with original purchase values up to £1000. Where the original purchase value is not available, the current market value should be used. All such write offs should be in accordance with the

Academy Trust Finance Handbook and be formally reported and minuted at the following Governing Body meeting

Chief Financial Officer

The Chief Financial Officer works in close collaboration with the Headteacher through whom s/he is responsible to the Governors. The Chief Financial Officer also has direct access to the Governors.

The main financial responsibilities of the Chief Financial Officer are:

1. the management of financial issues including the establishment and operation of a suitable accounting system;
2. the management of the academy financial position at a strategic and operational level within the framework for financial control determined by the governing body;
3. the establishment and operation of effective systems of internal control;
4. ensuring that the annual accounts are properly presented and adequately supported by the underlying books and manual and computer records of the academy;
5. the preparation of monthly management accounts prepared on an accruals basis;
6. authorising contracts and orders within the limits set down in the current Scheme of Delegation in conjunction with Budget Holders;
7. authorising payment as appropriate;
8. ensuring forms and returns are sent to the ESFA in line with the timetable in the ESFA guidance.
9. Ensuring that VAT is recovered accurately and promptly

In greater detail, the Chief Financial Officer is responsible for:

1. Accounts
 - The management and operation of financial processes within the academy, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.
 - Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information and that the figures have been reconciled with the academy's bank account.
2. Audit
 - Ensuring that all records and documents are available for audit by the chosen auditor and arrange for the required accommodation of the auditors.
3. Banking Arrangements
 - Maintaining proper records of account.
 - Maintaining banking mandate arrangements.
 - Producing monthly reconciled bank statements.
4. Budgets/Budgetary Control
 - Regular monitoring of expenditure and income against the approved budget and submitting reports on the academy's financial position to every meeting of the Governing Body. Any actual or potential overspending shall be reported to the Governing Body.
 - Ensuring that all required reports and closing of accounts information is sent to the ESFA within the required timescales.

- Preparing an annual draft budget plan for consideration by the Governing Body before the start of the relevant financial year.

5. Contracts

Exercising the following powers and duties on behalf of the Governing Body:

- Ensuring that all contracts and agreements conform with the Procurement Regulations;
- Acceptance of quotations;
- Receipt and custody of all tenders;
- Authorisation of senior members of staff to open tenders;
- Signing contracts on behalf of the Governing Body;
- Maintaining a register of formal contracts entered into, amounts paid and certificates of completion;
- Retention of quotes obtained for goods, works and services;
- Signing certificates where contracts require that interim and final payment are made on such certificates;
- Ensuring that the requirements of the Construction Industry Scheme are adhered to where applicable

6. Income

- Ensuring the arrangements for collection of income are in accordance with the Financial Regulations;
- Ensuring that all income is accurately accounted for and is promptly collected and banked intact;
- Ensuring that all receipt forms, books, tickets and other such items shall be ordered and issued in a form approved by the auditors and the ESFA;
- Reporting debts to the Governing Body.

7. Information and communication systems

- All necessary consultations in respect of the introduction of any new information and communication system, or the development of an existing system.
- The standards of control for such systems in operation within the Academy to include the use of properly licensed software, and for the security and privacy of data in accordance with the Data Protection Act.

8. Insurances

- Researching and implementing insurance arrangements that meet the requirements of the academy and the ESFA in accordance with the procurement processes for the academy.

9. Lettings

- Varying lettings charges if/when it is considered necessary. The Governing Body shall be informed of any variation to the agreed scale of charges.
- Ensuring the correct administration of lettings.

10. Orders for goods, works and services.

- Ensuring that arrangements for the ordering of goods, works and services are in accordance with the Financial Procedures.
- Authorising members of staff to order or receive goods and certify invoices for payment, ensuring the appropriate division of these duties between the staff. A record must be maintained of such authorisations.

- Ensuring that all orders are processed using the Iris Financials accounting system and following the purchasing guidelines with the appropriate authorisations in place.
- Approving orders.

11. Payments

- Ensuring the arrangements for processing payments are in accordance with the Finance Policy.
- Ensuring that all correct invoices are duly certified by authorised staff before payments are made.
- Ensuring that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.

12. Security of Assets

- Ensuring the arrangements for security of assets are in accordance with the Finance Policy.
- Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc under his/her control.
- Where appropriate, arranging for the security marking of such items.
- Oversee the disposal of assets in line with the Finance Policy.
- Ensuring that access to safes and other similar receptacles are held under the close personal security of responsible staff at all times.

13. Petty Cash

- Maintaining a petty cash balance at the academy that does not exceed £250.

HR Officer

The HR Officer works in close collaboration with the Headteacher and CFO.

Their main responsibilities are:

- Manage the processes and systems which record staff details, including all personal information, job descriptions, change of contracts, DBS applications and absences.
- Liaise with SIMS manager to arrange annual update of all staff personal information, ensuring that personal staff data base is accurate.
- Manage the Single Central Record.
- Manage all staff recruitment, liaising with the Headteacher/Deputy Headteacher with regards to placing adverts and managing CVs, organising interviews etc.
- Ensuring the payroll provider is notified of all new, discontinued or changed staff contracts and circumstances that impact on payroll.
- Ensuring the arrangements for processing salaries, wages and pensions are in accordance with the Financial Regulations.
- Authorising members of staff to certify pay documents and time records, maintaining a record.

Budget Holders

Budget Holders are responsible for monitoring their own budgets with information provided on a regular basis by the Finance Team. Additionally they are responsible for:

- Requisitioning goods and services that enhance the educational experience of students;
- The receipt, care and safe custody and issue of stocks and stores
- Seeking out best value;
- Completing and authorising purchase orders;
- Confirming the receipt of goods and services or any discrepancies to the Finance Team in a timely manner;
- Authorising orders. The financial limits for the approval of orders can be found in Appendix 4.
- Adhering to the ordering procedures outlined in the Finance Policy.

All Staff

All staff members are responsible for:

- the security of academy property;
- avoiding loss or damage;
- ensuring economy and efficiency in the use of resources;
- conforming to the requirements of the academy's Finance Policy.

All staff must comply with the requirements of the academy's Finance Policy.

Appendix 4: Financial Authorisation Levels

Role	Bank forms and government returns	Cheque Signing / BACS Approval *	Purchasing, Procurement and Contract Processing	Budget / Virements
Governing Body	<ul style="list-style-type: none"> Approve government returns Approve banking arrangements and bank mandate 		<ul style="list-style-type: none"> Approve all orders and contracts above £50k Approve waivers requiring the specified number of quotations / tenders Approve annual staffing establishment Approve establishment of new permanent staff posts 	<ul style="list-style-type: none"> Approve annual budget Approve capital budget Monitor of budget Approve virements above £50k or that require funds from reserves
Chair of GB	<ul style="list-style-type: none"> Approve government returns Approve banking arrangements and bank mandate 	<ul style="list-style-type: none"> Alternate Cheque Signatory in absence of any one of the two main signatories 	<ul style="list-style-type: none"> Approve expenses of the Headteacher Approve waivers requiring the specified number of quotations / tenders where urgent Approve orders and contracts up to £50k 	<ul style="list-style-type: none"> Approve virements where urgent
Headteacher	<ul style="list-style-type: none"> Approve government returns Approve banking arrangements and bank mandate 	<ul style="list-style-type: none"> Cheque / BACS approver / signatory 	<ul style="list-style-type: none"> Approve purchase orders up to £50k Approve staff expenses Authorise new starts / payroll amendments Approve establishment of new temporary staff posts Authorise monthly payroll Authorise new starts / payroll amendments 	<ul style="list-style-type: none"> Approve unlimited virements between staffing budgets Approve in-budget virements up to £50k
Deputy Headteacher	<ul style="list-style-type: none"> Approve banking arrangements and bank mandate 	<ul style="list-style-type: none"> Cheque / BACS approver / signatory 	<ul style="list-style-type: none"> Approve purchase orders up to £15k 	
Budget Holders			<ul style="list-style-type: none"> Approve purchase orders up to £15k 	
Chief Financial Officer	<ul style="list-style-type: none"> Prepare and submit returns Prepare and submit VAT returns 		<ul style="list-style-type: none"> Approve purchase orders up to £30k Certify goods receipt and authorise invoices for payment 	
HR Officer			<ul style="list-style-type: none"> Process payroll adjustments** 	

* All cheques/BACS approval must have two signatories. These provisions apply to all accounts, public or private, operated by or on behalf of the Governing Body. Authorised signatories must not sign a cheque / authorise a payment relating to goods or services for which they have also authorised the expenditure.

** This should ensure a separation between processing payroll adjustments and authorising payroll