

# SCHEME OF DELEGATION

PARTNER ACADEMIES

#### SCHEME OF DELEGATION

#### Our multi-academy trust

The Victoria Academies Trust Multi-Academy Trust ("the MAT") is run by an Executive Board and is accountable to the Department for Education ('the DfE').

Each Academy has its own Local Governing Body. The Governors who serve on the Local Governing Body are appointed by the Executive Board. They include both parent and staff representatives.

The MAT may serve three types of Academy, namely:

- Sponsored Academies (Member); schools that are in Special Measures and require a sponsor
- Supported Academies (Member); likely to require improvement or be in need of additional support, and
- Supporting Academies (Partner); likely to be converter academies or schools that are performing well (judged 'Good' or 'Outstanding' by Ofsted)

### The way it works

The Executive Board has overall legal responsibility for the operation of the MAT and the Academies within it. However, the Executive Board intends to work in partnership with its family of Academies.

This Scheme of Delegation provides for certain functions to be carried out by one or more of the following:

- the Executive Board; and/or
- the Chief Executive Officer; and/or
- the Headteacher of the Academy; and/or
- the Local Governing Body of the Academy.

#### Academy categories

When a school converts and joins the MAT it will be the CEO's responsibility to risk assess the school and to allocate it to the appropriate Academy category based on:

- its latest Ofsted Inspection Report; and
- the CEO's own assessment of its historical performance and future prospects.

The CEO will make the necessary recommendation to the Executive Board who will make the final decision.

The category allocation is very important because it dictates the following:

- the composition of the Local Governing Body;
- the extent to which responsibilities are delegated to the Academy; and
- the funding arrangements.

## Reviewing the Allocation

The category allocation will be linked to the performance of the Academy in relation to:

the quality of teaching and learning;

- finance; and
- buildings.

The allocation will be reviewed at least once a year by the CEO taking into account a range of key performance indicators including the school's own self-evaluation. Depending on the outcome of the review an Academy may either stay in its allotted category or be moved to another.

The Executive Board reserves the right to change the category at any time if it believes this to be appropriate in the interests of both the Academy concerned and the wider MAT family.

#### Governor appointments

The composition of the Local Governing Body follows the category allocated to the Academy:

- Sponsored Academies the Executive Board appoints all the Governors, other than parent and staff representatives;
- Supported Academies the majority of the Governors are appointed by the Executive Board; and
- Supporting Academies the Local Governing Body is appointed on an 'as is' basis to reflect the arrangements in place immediately prior to joining the MAT.

If an Academy improves and is moved to a higher category then it has more say in the composition of its Governing Body. Conversely, if an Academy's performance deteriorates then it may be moved to a lower category with a consequent adjustment to its Governing Body.

### Delegated functions

The Scheme of Delegation covers five areas:

- Finance;
- Human Resources;

- Education:
- Asset Management; and
- Strategy.

The MAT has legal responsibilities to the DfE. It is expected to exercise a tight rein over Sponsored Academies in order to secure the required school improvement and this is reflected in the Scheme of Delegation.

More responsibility is passed to Supported Academies to reflect their higher performance. For Supporting Academies it is very much the case of a light-touch approach. Supporting Academies are seen very much as 'Partner Schools' and will be expected to contribute significantly to the work of the MAT.

#### **Funding**

The funding apportioned to an Academy also reflects the category to which it is allocated.

For a Sponsored Academy, part of its budget will be set aside each year for investment in school improvements ('The School Improvement Fund'). These funds will be used to provide appropriate support and resources for it.

The specific sum ear-marked for school improvements will be determined each year as part of the process for agreeing the Business Plan and budget for the Academy. This will be done on a case by case basis by the Executive Board to enable funds to be stewarded effectively within the MAT family.

Similar principles apply to Supported Academies, though the amount set aside for school improvements will usually be lower.

Supporting Academies will be free to spend their budget as they see fit, although a small proportion will be set aside for monitoring purposes including school reviews and challenge partner visits. In addition, they will also be given the opportunity to bid for school improvement projects to support Academies in the two other categories. They will be paid for this from the School Improvement Fund.

## Working together as a family

In addition to the school improvement programme all Academies within the MAT family will be expected to contribute to one or more of the following:

- development and maintenance of school policies;
- sharing of best practice;
- provision of emergency cover;
- mentoring and coaching of staff; and
- recruitment, training and appraisal of Governors for the Local Governing Bodies.

This Scheme of Delegation was adopted formally by The Victoria Academies Trust at an Executive Board Meeting held on

# **Supporting Academies**

FINANCE				
RESPONSIBILITY	Executive Board	CEO	Headteacher	Local Governing Body
Business Plan	The first Business Plan must be agreed by the Executive Board before the Academy converts.  The Business Plan will then be reviewed and up-dated once a term, or at such other intervals as the Executive Board may from time to time determine.  The Business Plan is to be prepared in such form as the Executive Board may from time to time determine.  The Business Plan is to cover	The CEO will carry out a review of the draft Business Plan submitted by the Headteacher.  The CEO will then pass the Business Plan (incorporating any amendments, additions or deletions) to the Executive Board for approval.	The Headteacher will have primary responsibility for preparing the draft Business Plan at the appropriate intervals determined by the Executive Board.  The Headteacher is to submit the draft to the CEO for review.	The Local Governing Body will be consulted by the Headteacher before the draft is submitted to the CEO.

	three principal areas, namely buildings, finance and school improvement.  The Business Plan must also include both:  a Cash Flow Plan; and  a Capital Expenditure Plan.		
Capital Expenditure Approval	No approval is required for capital or 'headroom' expenditure made in accordance with a Business Plan approved previously by the Executive Board and which remains in force.  For this purpose, the minimum 'headroom' to be given to the Headteacher will be £4,000  No further capital expenditure may be incurred without the express written consent of the Executive Board.	The Headteacher will have discretionary authority to incur additional capital expenditure within the 'headroom' approved from time to time by the Executive Board.  Any proposal to spend more than the approved 'headroom' is to be submitted to the Executive Board for consideration.	The Local Governing Body will work with the Headteacher to incorporate in the draft Business Plan proposals for:  • capital expenditure; and  • the level of additional 'headroom' required to provide the Headteacher with appropriate discretionary authority.

		Please refer also to the Asset Management section of this Scheme of Delegation.		
•	Revenue Expenditure Approval	No approval is required for revenue or 'headroom' expenditure made in accordance with a Business Plan approved previously by the Executive Board and which remains in force.  No further revenue expenditure may be incurred without the express written consent of the Executive Board.	The Headteacher will have discretionary authority to incur additional revenue expenditure within the 'headroom' approved from time to time by the Executive Board.  Any proposal to spend more than the approved 'headroom' is to be submitted to the Executive Board for consideration.	The Local Governing Body will work with the Headteacher to incorporate in the draft Business Plan proposals for:  revenue expenditure; and  the level of additional 'headroom' required to provide the Headteacher with appropriate discretionary authority.
•	Reporting and Internal Audit Requirements	The Executive Board will review the performance of the Academy against its Business Plan and its compliance with internal auditing requirements on an ongoing basis.	In line with financial regulations and audit requirements, the Headteacher is to provide such information and assistance in relation to reporting and internal auditing	The Local Governing Body will carry out a scrutiny and monitoring role in relation to revenue expenditure.  It will provide a simple finance report to the

	Such reviews will take place once a term during the first year after the Academy joins the MAT then on an annual basis.	as the Executive Board may from time to time require.  This will include reporting formally to the Executive Board at the intervals specified opposite.	Executive Board once a term in such form as the Executive Board may require.
Statutory Audit     Procedures	The Executive Board is responsible for approving the statutory accounts of the MAT.	The Headteacher is to provide such information and assistance in relation to statutory audit procedures as the Executive Board may from time to time require.	

HUMAN RESOURCES				
RESPONSIBILITY	Executive Board	CEO	Headteacher	Local Governing Body
Headteacher     Appointment	For the avoidance of doubt, all appointments identified under this Human Resources section, whether internal or external, are subject to the same procedures. There is to be no distinction between the two.  The Executive Board will give proper consideration to any request from the Appointment Panel to ratify the appointment of a new Headteacher.	The CEO will sit on the Appointment Panel in an advisory capacity.  Once the Appointment Panel has reached its decision it is to be referred to the Executive Board for ratification.		The Local Governing Body will work with the CEO throughout the appointment process.  The Local Governing Body may ask the CEO to chair the Appointments Panel, but will be under no obligation to do so.

Headteacher     Performance     Management and     Salary Review				The Local Governing Body will be responsible for the Headteacher's Performance Review and salary review.  It will ensure the CEO receives a report on the reviews and (where appropriate) up-dates on implementation.
Senior Leadership Team	The Executive Board will give proper consideration to any request from the Headteacher to ratify the appointment of a new member of the Senior Leadership Team.	The CEO will provide advice to the Headteacher as appropriate.	The Headteacher is to notify the CEO as soon as he/she becomes aware of any potential vacancy in the Senior Leadership Team.  The Headteacher will then lead the appointment process with the CEO acting in an advisory capacity.  Once a decision has been made it is to be referred to the Executive Board for ratification.	

Teacher     Appointments		The Headteacher will lead the process for filling teacher vacancies in conjunction with the Senior Leadership Team and the representative of the Local Governing Body referred to opposite.	The Chair of the Local Governing Body will nominate a representative from amongst its ranks to participate in the teacher appointment process.
Support     Appointments		The Headteacher will lead the process for filling any vacancy in support services in conjunction with the Senior Leadership Team and the representative of the Local Governing Body referred to opposite.	The Chair of the Local Governing Body will nominate a representative from amongst its ranks to participate in the support services appointment process.
External Consultant Appointments		The Headteacher is to notify the CEO promptly of any decision to appoint an external consultant.	Any decision concerning the appointment of an external consultant is to be taken jointly by the Headteacher and the Local Governing Body.

•	Salary Reviews				Salary reviews are to be undertaken jointly by the Headteacher and the Local Governing Body.  The results of the salary review are to be taken into account in the preparation of the draft Business Plan.
•	Terms of Employment	Decisions concerning any change to the terms of employment of Academy staff (both teaching and support) will lie with the Executive Board.  The Executive Board will consider any representations made by the CEO, the Headteacher and/or the Local Governing Body.	The CEO is to review and comment on any proposals that may be involve a change to the terms of employment.	The Headteacher is to be consulted in connection with any proposed change to terms of employment.	The Local Governing Body is to be consulted in connection with any proposed change to terms of employment.
•	Redundancies	Decisions concerning the making of any redundancies	The CEO is to review any redundancy proposals the	The Headteacher is to notify the CEO as soon as possible	The Headteacher is to consult the Local Governing

	will lie with the Executive Board.  The Executive Board will consider any representations made by the CEO, the Headteacher and/or the Local Governing Body.	CEO may receive from the Headteacher.  The CEO may initiate a review if the CEO believes there is a need to do so.	after becoming aware that one or more redundancies may be necessary.  The Headteacher will provide such ongoing assistance as the CEO may require in considering any redundancy proposals.	Body about any redundancy proposals.  The Headteacher is to notify the CEO of any proposed consultation.  The CEO may attend and take part in the consultation if the CEO considers this appropriate.
• Dismissals	Subject as noted below, decisions concerning dismissal of the Headteacher, any member of the Senior Leadership Team or any other key employee of the Academy will lie with the Executive Board.  The Executive Board will consider any representations made by the CEO, the Headteacher and/or the Local Governing Body.  In cases of urgency, where it is	The CEO is to consider any circumstances involving a potential dismissal whether notified to the CEO by the Headteacher or not.  Subject as noted below, the CEO is to notify the Executive Board:  • if the employee concerned is the Headteacher, a member of the Senior Leadership Team or any other key employee of the Academy; and	The Headteacher is to notify the CEO as soon as possible after becoming aware of any circumstances that may merit the dismissal of any employee.  The Headteacher will provide such ongoing assistance as the CEO may require in considering whether dismissal is appropriate.	The Local Governing Body is to be consulted about potential dismissal situations except where the CEO considers the urgency of the matter is such that consultation is not appropriate.  The Headteacher is to notify the CEO of any proposed consultation.  The CEO may attend and take part in the consultation if the CEO considers this

	not possible for the Executive Board to be consulted, the CEO will have authority to sanction a dismissal	<ul> <li>the CEO considers         dismissal is or may be the         appropriate course of         action.</li> <li>In cases of urgency, where it is         not possible for the Executive         Board to be consulted, the         CEO will have authority to         sanction a dismissal.</li> <li>In such circumstances the         CEO will be expected to take         all reasonable steps to consult         with and agree the necessary         course of action with the         Chair of the Executive Board.</li> </ul>		appropriate.
Other Disciplinary and Capability Measures	Subject as noted below, decisions concerning the imposition of a disciplinary and/or capability measure in respect of the Headteacher will lie with the Executive Board, subject as noted below.  The Executive Board will	The CEO is to consider any circumstances involving the potential imposition of disciplinary and/or capability measures whether notified to the CEO by the Headteacher or not.  Subject as noted below, the	The Headteacher is to notify the CEO as soon as possible after becoming aware of any circumstances that may merit the imposition of disciplinary and/or capability measures that fall short of dismissal  The Headteacher will provide	The Local Governing Body is to be consulted about possible disciplinary and/or capability measures except where the CEO considers the urgency of the matter is such that consultation is not appropriate.

consider any	y representations C	EO is to notify the Executive	such ongoing assistance the	
made by the Headteache	e CEO, the Bor and/or the Local	oard:	CEO may require in considering such	The Headteacher is to notify the CEO of any proposed
In cases of unot possible Board to be CEO will has anction the	largency, where it is a for the Executive consulted, the executive imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land/or capability  In the Executive large imposition of a land or capability  In the Executive large imposition of a land or capability  In the Executive large imposition of a land or capability  In the Executive large imposition of a land or capability large imposition or	if the employee concerned is the Headteacher, a member of the Senior Leadership Team or any other key employee of the Academy; and  the CEO considers the imposition of a disciplinary or capability measure is or may be the appropriate course of action.  cases of urgency, where it is ot possible for the Executive oard to be consulted, the EO will have authority to anction the imposition of a disciplinary and/or capability neasure.  such circumstances the EO will be expected to take I reasonable steps to consult with and agree the necessary	considering such circumstances.	the CEO of any proposed consultation.  The CEO may attend and take part in the consultation if the CEO considers this appropriate.
	CC	ourse of action with the		

		Chair of the Executive Board.		
Safeguarding		The CEO is to inform the Executive Board of any safeguarding issues or concerns raised in respect of the Headteacher, any member of the Senior Leadership Team or any other key employee of the Academy.	The Headteacher is to ensure the named Safeguarding Officer and the CEO is notified immediately of any safeguarding issues or concerns.	The Headteacher is also to notify the Local Governing Body as soon as reasonably possible of any safeguarding issues or concerns.
Continuous     Professional     Development     ('CPD')	No approval is required for CPD or 'headroom' expenditure made in accordance with a Business Plan approved previously by the Executive Board and which remains in force.  No further CPD expenditure may be incurred without the express written consent of the Executive Board.		The Headteacher will have discretionary authority to incur additional CPD expenditure within the 'headroom' approved from time to time by the Executive Board.  Any proposal to spend more than the approved 'headroom' is to be submitted to the Executive Board for consideration.	The Local Governing Body will work with the Headteacher to incorporate in the draft Business Plan proposals for:  CPD expenditure; and  the level of additional 'headroom' required to provide the Headteacher with appropriate discretionary authority.

	EDUCATION					
RESPONSIBILITY	Executive Board	CEO	Headteacher	Local Governing Body		
School     Improvement     Programme     (including     curriculum and     standards)	The Executive Board will approve the draft School Improvement Programme subject to any modifications it considers appropriate.		The Headteacher is to draw up a draft School Improvement Programme in conjunction with the CEO and present it to the Executive Board.  The School Improvement Programme is to contain any proposals the Academy wishes to make to carry out school improvement work for other Academies within the MAT family.	The Local Governing Body is responsible for monitoring the implementation of the approved School Improvement Programme.		
Academy Hours	The Executive Board will approve the opening and closing times for Academies					

Term Times	The Executive Board will approve the term times for Academies		
Admissions,     Exclusions and     Appeals Policies	The Executive Board will approve all such policies and any amendments to them.		
Other Academy Policies		The Headteacher will have responsibility for developing any other Academy policies that may from time to time be appropriate.	The Local Governing Body will have responsibility for approving any such Academy policies developed by the Headteacher.

	ASSET MANAGEMENT					
RESPONSIBILITY	<b>Executive Board</b>	CEO	Headteacher	Local Governing Body		
Negotiation and renegotiation of contracts			The Headteacher will inform the Local Governing Body of any proposal to negotiate or renegotiate an external contract.  The Headteacher will notify the CEO of any such proposal that is approved by the Local Governing Body.	The Local Governing Body will have the final decision concerning any such negotiation or renegotiation.		
Leasing and other Agreements			The Headteacher will inform the Local Governing Body of any proposal to negotiate or renegotiate a contract, leasing, services or similar agreement.  The Headteacher will notify the CEO of any such proposal that is approved by the Local Governing Body.	The Local Governing Body will have the final decision concerning any such negotiation or renegotiation.		

Disposal of Assets	The Executive Board will review any proposals for asset disposals made by the Headteacher.  It will take into account any recommendation made by the CEO.	The CEO will review any proposals for asset disposals received from the Headteacher and make a recommendation to the Executive Board.	The Headteacher may deal with any disposals that are either:  • approved in the Business Plan; or  • relate to assets with a market value of £1,000 (either as one item or in total).  The Headteacher is to notify the CEO of any proposed asset disposals that fall outside the above.  The Headteacher will take such action as the CEO may reasonably require in connection with any such proposed asset disposal.	
<ul><li>Premises MaintenanceProgramme</li></ul>			The Headteacher will assist the Local Governing Body in drawing up the Work Plan.	Each year the Local Governing Body is to provide a Work Plan to the

				CEO. This is to be drawn up in conjunction with the Headteacher and based on:  the Academy's Asset Management Plan; and  the latest Condition Survey.
Legal Claims	The Executive Board may instruct the CEO and/or the Headteacher and/or the Local Governing Body to take such action as it may reasonably require in relation to the defence or prosecution of any claim or proceedings.	The CEO is to assess the likelihood of the claim or proceedings succeeding and the likely impact on both the Academy and the MAT should this happen.  If the CEO considers the matter sufficiently serious to merit it, the CEO may report the claim or proceedings to the Executive Board.  The CEO will act on any instructions received from the Executive Board.  Provided this does not conflict	The Headteacher is to notify the CEO of any actual or potential claims or proceedings affecting the Academy as soon as becoming aware of them.  The Headteacher will act on any instructions received from the Executive Board and/or the CEO.  Other than in cases of utmost necessity, the Headteacher may only appoint legal advisers with the prior written approval of the CEO.	The Local Governing Body will act on any instructions received from the Executive Board and/or the CEO.

with the instructions of the Executive Board, the CEO may instruct the Headteacher	
and/or Local Governing Body in relation to the appointment of legal advisers and/or the conduct of the claim or proceedings.	

	STRATEGY				
RESPONSIBILITY	Executive Board	CEO	Headteacher	Local Governing Body	
Collaborations and Partnering Arrangements	The Executive Board will review any proposal put to it by the CEO and may:  approve the proposal as submitted to it; or  approve the proposal subject to any amendments it considers appropriate; or  reject the proposal.	The CEO will assess any proposals put forward by the Headteacher.  The CEO may decide to:  approve the proposal as submitted to the CEO; or  approve the proposal subject to any amendments the CEO considers appropriate; or  reject the proposal; or  refer the proposal to the Executive Board for a decision.	The Headteacher is to notify the CEO of any proposals to enter into, renew, amend or terminate any collaboration or partnering arrangement.  The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the arrangement.	The Local Governing Body is to take the lead in developing the Academy's strategy on collaboration and partnering.	

•	Expansion of existing facilities	The Executive Board will review any proposal put to it by the CEO and may:  approve the proposal as submitted to it; or  approve the proposal subject to any amendments it considers appropriate; or  reject the proposal.	The CEO will assess any proposal put forward by the Headteacher.  The CEO may decide to:  approve the proposal as submitted to the CEO; or  approve the proposal subject to any amendments the CEO considers appropriate; or  reject the proposal; or  refer the proposal to the Executive Board for a decision.	The Headteacher is to notify the CEO of any proposal to expand any existing facilities at the Academy.  The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the proposal.	The Local Governing Body is to take the lead in developing the Academy's strategy on use of the existing facilities and any plans for expansion.
•	Taking on new premises	The Executive Board will review any proposal put to it by the CEO and may:  • approve the proposal as submitted to it; or	The CEO will assess any proposal put forward by the Headteacher.  The CEO may decide to:	The Headteacher is to notify the CEO of any proposal to take on new premises.  The Headteacher will provide such further information and	The Local Governing Body is to take the lead in developing the Academy's strategy in relation to any proposals to take on new premises.

	<ul> <li>approve the proposal subject to any amendments it considers appropriate; or</li> <li>reject the proposal.</li> </ul>	<ul> <li>approve the proposal as submitted to the CEO; or</li> <li>approve the proposal subject to any amendments the CEO considers appropriate; or</li> <li>reject the proposal; or</li> <li>refer the proposal to the Executive Board for a decision.</li> </ul>	assistance as the CEO may need in order to make a decision concerning the proposal.	
Other major strategic decisions	The Executive Board will review any proposal put to it by the CEO and may:  approve the proposal as submitted to it; or  approve the proposal subject to any amendments it considers appropriate; or	The CEO will assess any proposal put forward by the Headteacher.  The CEO may decide to:  approve the proposal as submitted to the CEO; or  approve the proposal subject to any amendments	The Headteacher is to notify the CEO of any proposal of a major strategic nature.  The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the proposal.	The Local Governing Body is to take the lead generally in developing the Academy's strategy so it:  • becomes and remains a sustainable, vibrant and high-quality provider of distinctive Christian education;
	reject the proposal.	the CEO considers appropriate; or		<ul> <li>plays an effective part in the wider MAT family; and</li> </ul>

	reject the proposal; or	
		<ul> <li>contributes to the</li> </ul>
	<ul> <li>refer the proposal to the</li> </ul>	renewal and sustainability
	Executive Board for a	of the community it
	decision.	serves.

