



Scheme of Delegation

Policy Owner:

Head of Governance

Approved by:

Trust Board

Last reviewed:

September 2024

Next review due by:

September 2025

Introduction

The CAM Academy Trust's Board of Trustees is accountable in law for all major decisions about all the academies within the Trust. However, this does not mean that the Board is required to carry out all the Trust's governance functions, and many functions can be delegated elsewhere. Many decisions will be delegated to the CEO, the Board committees and to Academy Committees. The decision to delegate a function is made by the full Board of Trustees and is recorded. This document sets out the individual or committees' power to act.

The Scheme of Delegation will be reviewed annually and will be responsive to the changing circumstances of The CAM Academy Trust. The Trust Board reserves the right to review and alter this Scheme of Delegation at any time.

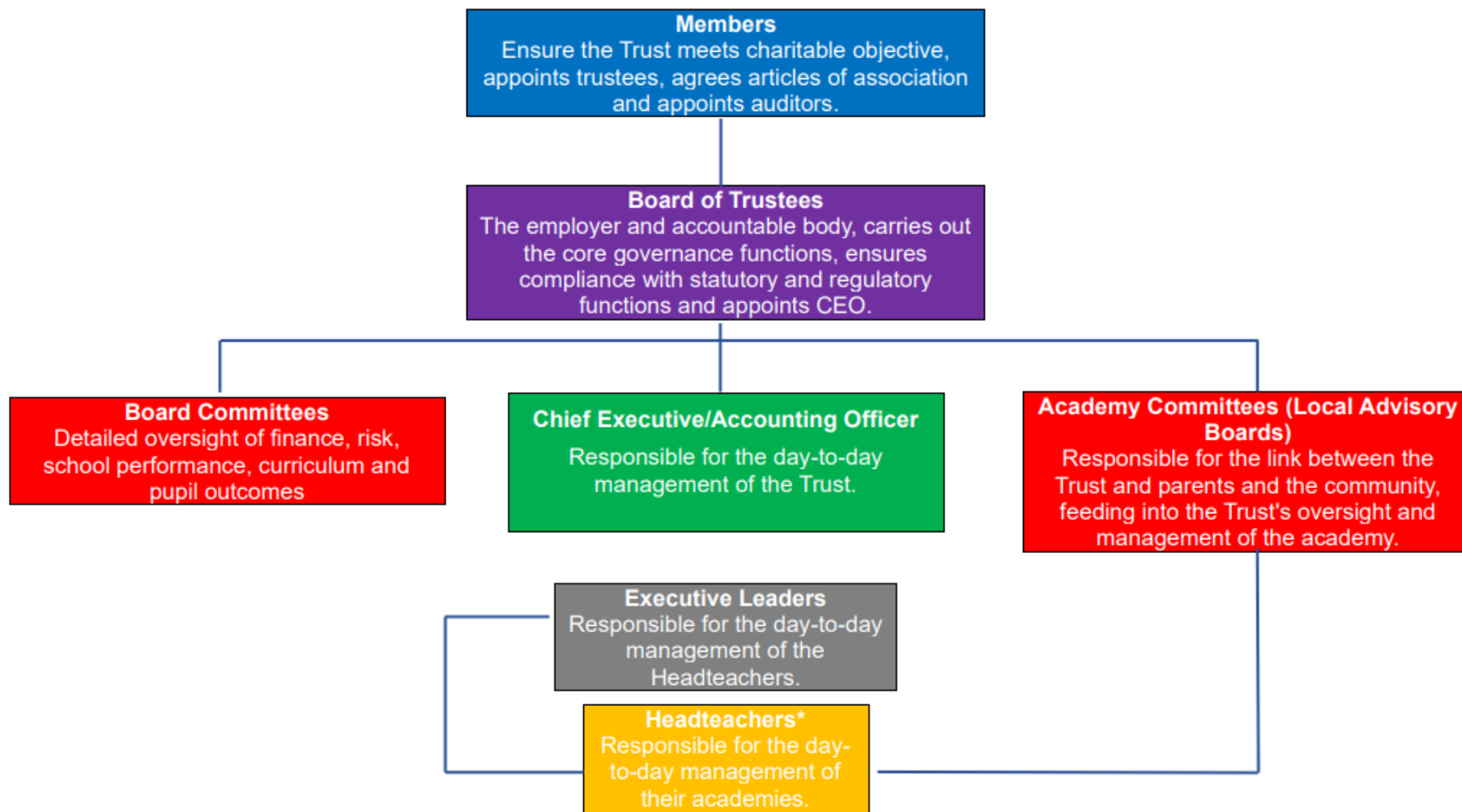
The purpose of the Scheme of Delegation

The Scheme of Delegation is a key document defining how accountability and decision-making works within the Trust. As a document, the Scheme of Delegation is a simple and systematic way of ensuring Members, Trustees, Board committees, Academy Committees and Executive Leaders are clear about their roles and responsibilities within the governance structure.

The Scheme of Delegation will:

- reflect the Trust's ethos, promoting a positive climate and a culture of honesty, transparency, and accountability for the benefit of all stakeholders
- ensure the executive leadership is clear about which decisions the Trust Board retains, and the extent of executive powers
- be clear about who appoints and performance manages the chief executive, other senior executives, and the academy Headteachers
- identify where the Trust Board retains responsibility for:
 - determining policy
 - management of risk
 - oversight of budgets and financial management
 - oversight of educational performance

The CAM Academy Governance Structure



**In this document the term Headteacher means the member of staff at the Academy who has been appointed to have overall day to day control of and responsibility of the Academy. This can include but not limited to Head of School, Headteacher, Executive Headteacher.*

Roles and Responsibilities

The Role of Members

Members are guardians of the governance of the trust and must ensure it carries out its charitable objectives. There must be at least three members, although the Department for Education (DfE) prefers at least five. Members must not be employees of the trust, nor occupy staff establishment roles on an unpaid voluntary basis. The members agree the trust's articles of association, appoint trustees and external auditors. The members receive the annual report, accounts and other information about the Trust's business. Members have the power to remove Trustees if they have concerns that the Trust is not carrying out its charitable duty and if they feel Trustees are failing to fulfil their responsibility.

The Role of Trustees

The Trustees of the academy trust are both charity trustees and company directors. The Cam Academy Trust uses the term Trustees to avoid any confusion when Executive Leaders are called Directors but are neither company directors nor trustees. The Trustees are legally accountable for all statutory functions and performance of all the schools within the trust. The Trustees must approve a written scheme of delegation and committee's terms of reference, including the Local Advisory Boards. The trust creates information pathways between the trust board, the academy committees and the chief executive, so the Local Advisory Boards can share any concerns or successes with them.

The Role of Trust Board Committees

The Trustees may establish committees to carry out some of its governance functions which may include making decisions. One of the committees must include Audit and Risk which advises on the adequacy of the Trust's controls and risks. The membership must consist of at least three Trustees and responsibilities of Board Committees are set out in the committees' Terms of Reference. It is usual for the Trust Board to appoint Board Committee Chairs and committee members according to their skills. The chair of the audit and risk committee cannot be the chair of the Board of Trustees. The majority of audit and risk committee members must be Trustees. Other committee members may be non-Trustees that are co-opted onto the committee with the approval of the Trust Board. Employees of the Trust must not be Audit and Risk committee members, but the Accounting Officer (CEO) and the Director of Finance and Operations will attend meetings to provide information and take part in discussions.

The Role of the Academy Committees (Local Advisory Boards)

As identified within this Scheme of Delegation, the Trustees will delegate to Academy Committees, academy level governance functions. Trustees are not required to sit on Academy Committees; decision-making is limited to the functions delegated in this document. The Academy Committee Chair should be appointed by the Chief Executive Officer under delegated authority from the Trust Board; the Academy Committee, with support from the Head of Governance, will ensure at least two parents are appointed to their

number. The appointment process will be agreed by the Trust. Each Academy Committee may have a number of members determined by the Trust which can appoint between three to ten Governors. Trustees and Executive Leaders may attend Academy Committees.

The Role of the CEO

The Trustees delegate the day-to-day management of the Trust to the Chief Executive, line managing them in line with the Trust's appraisal and performance management policies. The Chief Executive is also the accounting officer and so is not only responsible for the performance of the Trust as a whole but has a personal responsibility for regularity, propriety and value for money, and for assuring the Board about compliance with the funding agreement and the Academy Trust Handbook. The Chief Executive is responsible for the leadership and management of the central executive team. The CEO will report to the Trust Board and its committees.

The Role of the Headteacher

The Chief Executive delegates the day-to-day management of the Trust's academies to Headteachers. The Headteachers are line managed by a member of the Executive Team, in accordance with the Trust's appraisal and performance management policies. Headteachers share information about how the Trust is managing the academy with the academy committees so that committee members build an understanding about how the academy operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in practice.

Key

	Power of approval and answerable for delivery. Delegates task to those responsible		Responsible for delivery of task		Must be Consulted
------------------------------------------------------------------------------------	------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------	----------------------------------	--------------------------------------------------------------------------------------	-------------------

Decisions	Members	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Governance						
Approve amendments to Memorandum & Articles	Accountable	Responsible				
Approve a Scheme of Delegation		Accountable	Responsible			
Approve Trust strategy		Accountable	Responsible			
Approve the acquisition or disposal of an academy		Accountable	Responsible			
Approve statutory policies		Accountable	Consulted	Responsible		
Approve investment and reserves policy		Accountable	Consulted	Director of Finance & Operations		
Approve Trust-wide Admissions Guidance		Accountable	Consulted	Responsible		
Approve Academy Admissions Arrangements				Accountable	Responsible	Consulted
Approve Academy Admissions Applications					Accountable	
Approve other non-statutory Trust-wide policies and policy templates			Accountable	Responsible		
Approve local policies and completed Trust templates				Accountable	Responsible	Consulted
Appointment of Members	Accountable	Responsible				
Appointment of Trustees	Accountable	Responsible				
Appointment of external auditor	Accountable	Consulted	Consulted	Director of Finance & Operations		
Appointment of insurers		Accountable	Consulted	Director of Finance & Operations		

Decisions	Members	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Appointment of bankers and investment managers		Accountable	Consulted	Director of Finance & Operations		
Approve the statutory annual accounts		Accountable	Consulted	Director of Finance & Operations		
Appoint Chairs and members to Board Committees		Accountable	Consulted			
Approve Local Advisory Board Chairs		Accountable	Responsible			
Appointment of Governors to Local Advisory Boards		Consulted	Consulted	Accountable	Responsible	Consulted
Engagement with local stakeholders and localised support & challenge on community-facing aspects of the school						Responsible
Risk Management						
Approve Trust-wide risk register		Accountable	Responsible			

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Education					
Approve Trust-wide Improvement strategy	Accountable	Consulted	Responsible		
Approve Academy Educational Improvement Plan			Accountable	Responsible	
Approve Trust self-evaluation	Accountable	Consulted	Responsible		
Approve Academy self-evaluation			Accountable	Responsible	
Approve Trust educational targets	Accountable	Consulted	Responsible		
Approve Academy educational targets		Accountable	Consulted	Responsible	
Approve Trust-wide Pupil Premium plan and framework		Accountable	Responsible		
Approve Academy Pupil Premium plans			Accountable	Responsible	Consulted
Approve appointment of Trust-wide designated safeguarding lead		Accountable	Responsible		
Approve appointment academy safeguarding lead				Accountable	
Approve appointment academy SENCO				Accountable	
The decision to issue a fixed term pupil exclusion				Accountable	
The decision to permanently exclude			Consulted	Accountable	
Educational Data					
Approval of academy school census information prior to DfE submission			Accountable	Responsible	
Approval of QA'd assessment data			Accountable	Responsible	

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Annual Reports					
Approval of Trust annual pupil premium impact report	Consulted	Accountable	Responsible		
Approval of academy annual pupil premium impact report			Accountable	Responsible	Consulted
Approval of Trust annual SEND impact report	Consulted	Accountable	Responsible		
Approval of academy annual SEND impact report			Accountable	Responsible	

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
People Strategy & Policy					
Approve Trust-wide People strategy	Accountable	Consulted	Responsible		
Approve annual pay award for all staff	Accountable	Consulted	Responsible		
Changes to Staffing Structures					
Approve staffing structure at Trust level		Accountable	Responsible		
Approve staffing structure at Academy Level			Accountable	Responsible	
Appointment of...					
CEO	Accountable				
Leadership Team	Consulted	Accountable			
Headteachers	Accountable	Responsible	Consulted		
Academy senior leadership team			Accountable	Responsible	
Academy teaching and support staff				Accountable	
Performance Management of...					
CEO	Accountable				
	Responsible				
Leadership Team	Accountable	Responsible			
Headteachers	Accountable	Responsible	Consulted		
Academy senior leadership team			Accountable	Responsible	

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Pay Approval					
CEO	Accountable				
Leadership Team	Consulted	Accountable			
Headteachers		Accountable	Responsible		
Academy senior leadership team			Accountable	Responsible	
Settlement Agreements					
All staff		Accountable	Responsible		
Gardening Leave					
Central staff		Accountable	Responsible		
Academy staff			Accountable	Responsible	
Disciplinary and authority to suspend					
CEO	Accountable				
Leadership Team		Accountable			
Headteachers		Accountable	Responsible		
Academy teaching and support staff				Accountable	
Formal Hearings for Grievance claims made					
CEO	Accountable				
Leadership Team		Accountable			

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Headteachers		Accountable	Responsible		
Academy teaching and support staff				Accountable	
Academy senior leadership team				Accountable	

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Operations					
Premises/Asset Management					
Approve proposals for the acquisition/ disposal of land/buildings	Accountable	Consulted	Director of Finance & Operations		
Approve major (SCA) capital works and long-term building projects, based on condition surveys	Accountable	Consulted	Director of Finance & Operations		
Approve annual academy capital works and maintenance programme		Accountable	Director of Finance & Operations		
Health & Safety					
Approve Trust-wide health and safety strategy	Accountable	Consulted	Director of Finance & Operations		
Approve educational aspects of academy health and safety plan				Accountable	
Approve operational aspects of academy health and safety plan			Accountable	Responsible	
Data Protection					
Authority to submit Freedom of Information, Data Protection and Subject Access Request responses on behalf of the Trust			Accountable		
Communications					
Approve all press responses identified as a risk to the Trust's reputation (academy, or national level)	Consulted	Accountable			
Approve other press responses for national media		Accountable			
Approve other press responses at local media academy level			Accountable	Responsible	

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Approve any commissioned writing/opinion pieces for external parties from CAM Academy Trust staff		Accountable			
Approve written responses to MPs, Regional Schools Commissioners, Local Authorities, Ofsted, DfE, ESFA. etc.		Accountable	Responsible		
Approve academy website as being compliant with regulatory requirements				Responsible	
IT					
Approve a Trust-wide IT strategy		Accountable	Responsible		
Operational Value for Money					
Approve Trust-wide value for money operational projects		Accountable	Director of Finance & Operations		

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Financial					
Budget					
Approve annual Trust budget	Accountable	Responsible	Director of Finance & Operations		
Banking					
Changes to banking arrangements, including opening a new bank account	Accountable	Consulted	Director of Finance & Operations		
Legal					
Enter into litigation at risk of exceeding £100k	Accountable				
Authority to seek legal advice >£10,000 from CAM's procured solicitors		Accountable			
Authority to seek legal advice up to £5,000 from CAM's procured solicitors			Director of Finance & Operations		
Staffing Appointments					
Any staff hire with annual cost over £100k per annum, permanent or temporary (excluding on costs) outside of agreed budget	Consulted	Accountable	Director of Finance & Operations		
Any Trust-wide staff hire outside of agreed budget		Accountable	Director of Finance & Operations		
Any academy staff hire outside of agreed budget			Director of Finance & Operations		
All academy staff hire if part of agreed budget (and not subject to other recruitment process)				Accountable	

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Staff Reorganisations					
Any reorganisation exceeding £100k	Consulted	Accountable	Director of Finance & Operations		
Any re-organisation up to £100k and involving staff consultation or potential redundancy costs		Accountable	Director of Finance & Operations		
Any re-organisation not involving staff consultation or potential redundancy costs			Accountable		
Decision to purchase works, supplies (goods) and services excluding leases (in budget)					
Expenditure over £250,000	Accountable	Responsible	Consulted		
Expenditure between £100,000 and £250,000		Accountable	Director of Finance & Operations		
Expenditure between £5,000 and £100,000			Director of Finance & Operations		
Expenditure up to and including £5,000				Accountable	
Decision to agree to a Lease on contract (in budget)					
With a total commitment in excess of £500k	Accountable	Responsible	Director of Finance & Operations		
Lifetime of more than 12 months	Accountable		Director of Finance & Operations		
Lifetime of less than 12 months			Director of Finance & Operations		

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Virements and Budget variances and out of Budget spend					
Out of budget expenditure in excess of £250k	Accountable	Responsible	Director of Finance & Operations		
Out of budget expenditure between £100,000 and £250,000		Accountable	Director of Finance & Operations		
Out of budget expenditure between £50,000 and £100,000		Accountable	Director of Finance & Operations		
Out of budget expenditure between £5,000 and £50,000			Director of Finance & Operations		
All budget allocations/virements less than £5k as part of the day-to-day management of the academy budget.				Accountable	
Sign Contracts (in budget)					
Any contract with a maximum value exceeding £100,000 or exceeding a 5 year term		Accountable	Director of Finance & Operations		
Any contract with a maximum value between £5,000 (£10,000 for works) and up to £100,000 and up to a 5 year term			Director of Finance & Operations		
When the contract is a Deed, involves a TUPE transfer, a Lease, an automatic roll-over/renewal, a CAM Academy Trust indemnity, a guarantee or warranty to a third party		Accountable	Director of Finance & Operations		

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Income (other than DfE LA Grant)					
Any income exceeding £50,000 per year			Director of Finance & Operations		
Any supply to third parties (other than renting halls, or gym space and equipment)				Accountable	
Prior ESFA authorisation is always required for the following types of transactions					
Novel, contentious and repercussive transactions	ESFA authorisation required				
Staff severance and compensation over £50k before tax					
Ex gratia payments					
Writing-off debts and losses (subject to £250,000 ceiling) exceeding 1% of annual income or £45k individually; 2.5% or 5% of annual income cumulatively					
Entering into indemnities (beyond the normal course of business), guarantees or letters of comfort (subject to £250,000 ceiling) if exceeds 1% of annual income or £45,000 individually; or 2.5% or 5% of annual income cumulatively					
Acquiring or disposing of freehold on land/buildings					
Disposing of heritage assets					
Taking up a finance lease not on the approved list					
Taking up a leasehold on land/buildings if term is >7 years					
Granting a lease on land and buildings					

Decisions	Trustees	CEO	Leadership Team	Headteacher	Local Advisory Boards
Borrowing (including finance leases and overdraft facilities)	ESFA authorisation required				
Supplies to the trust from related parties over £40k					