



## CASTLEMAN ACADEMY TRUST – SCHEME OF DELEGATION – ACCOMPANYING DOCUMENT

Area of delegation	Trust Board (or lead committee)	CEO (with Central Team)	School Standards Board	Headteacher
<b>1. Governance</b>				
1.1 Articles of Association	Change to Articles are recommended by the Board to the Members who are <b>accountable</b> for approval.	<b>Responsible</b> for ensuring formalities are carried out when changes are required.		
1.2/1.6/1.7 Terms of Reference	Committees <b>responsible</b> for reviewing their ToRs annually and implementing. Board <b>accountable</b> for (a) formally adopting committee ToRs; (b) reviewing and adopting SSB Tors; (c) reviewing and adopting the Board ToRs.	DGO <b>responsible</b> for highlighting and making changes that are required and completing the necessary paperwork.	<b>Responsible</b> for implementing SSB ToRs.	
1.3 Scheme of Delegation	Committees <b>responsible</b> for reviewing their sections annually and implementation. Board <b>accountable</b> for adopting SoD.	Central Team will ensure implementation across the Trust.	Will implement and use as a reference tool to understand decision-making within the Trust.	
1.4 New convertor or sponsored academies joining MAT	Board <b>accountable</b> for approving all academies joining MAT.	Central team <b>responsible</b> for ensuring due diligence is carried out and legalities are completed.		
1.5 Establish Trust committees	Board is <b>accountable</b> for establishing F&A, HR, QE committees and ensuring that SSBs are established in all schools.			
1.8 Establish SSB working groups			<b>Accountable</b> for the remit and performance of working groups. <b>Responsible</b> for establishing working groups if the SSB perceives a need.	

1.9 Decision to intervene in school governance	<b>Accountable</b> for making decision to intervene.	Central Team <b>responsible</b> for carrying out interventions with the Chair of the Trust. They would also be involved in improvement work prior to intervention.	Central Team would usually work with SSB to seek to improve prior to intervention.	
1.10 Appoint Chair of Board	<b>Accountable</b> and <b>responsible</b> to be done annually in July board meeting.	DGO <b>responsible</b> for ensuring processes are followed.		
1.11 Appoint Trustees	Board <b>responsible</b> for application process and making recommendation to Members who are <b>accountable</b> for the appointment, in accordance with the Articles of Association.			
1.12 Remove Trustees	Members are <b>accountable</b> for decision and <b>responsible</b> for process according to Articles of Association, in <b>consultation</b> with Board.			
1.13/14 Appoint/Remove members	Members are <b>accountable</b> and <b>responsible</b> for recruitment, appointment and removal of members in accordance with the Articles of Association.			
1.15 Appoint Chair and Vice Chair of SSB			<b>Accountable</b> and <b>responsible</b> for process, to be completed annually in accordance with Terms of Reference in June/July and results reported to the DGO. GO <b>responsible</b> for ensuring process is carried out according to Trust procedures.	

1.16 Remove Chair or Vice Chair of SSB	Board <b>Accountable</b> for decision, in consultation with SSB. Chair of trust <b>responsible</b> for process.	CEO and DGO will provide support.	Will be <b>consulted</b> in the decision.	
1.17 Appoint SSB members	<b>Accountable</b> for decision, as reported from SSB via DGO.		<b>Responsible</b> for appointments through the recognised CAT processes; must be reported to Board via the DGO.	
1.18 Remove SSB members	<b>Accountable</b> for decision.	CEO and DGO to support where required.	SSB <b>responsible</b> for ensuring processes carried out in line with recognised Trust procedures, keeping Chair of the Trust informed at each stage of the process.	
1.19 Appoint and remove Chairs of Trust Committees	Board is <b>accountable</b> . Committees <b>responsible</b> for electing chairs at first meeting of academic year and will be notified to Board through the minutes. Board <b>responsible</b> for removal.			
1.20 Appoint and remove Trust committee members	Board <b>accountable</b> and <b>responsible</b> for agreeing committee structure at first meeting of academic year.			
1.21 Appoint and remove Director of Governance Operations	Board <b>accountable</b> for approving decision to appoint and remove DGO.	Central Team <b>responsible</b> for managing process with Trustee involvement.		
1.22 Appoint and remove Governance Officer to SSB			Governors will be <b>consulted</b> through involvement in the recruitment and interview process.	<b>Accountable</b> for decision, as the person who hires school staff, and <b>responsible</b> for the process.
1.23 Appoint Accounting Officer	Board <b>accountable</b> and <b>responsible</b> for decision, evidenced in minutes.			

1.24 CAT policy matrix	Board <b>accountable</b> for approving recommended designations for review. Board and committees <b>responsible</b> for approving trust policies.	DGO <b>responsible</b> for ensuring that policies are correctly designated. Central Team <b>responsible</b> for writing CAT policies.	SSB <b>responsible</b> for approving school policies and school addendums to trust policies where required.	Head teacher and school staff <b>responsible</b> for writing school policies and adding addendums to trust policies where required.
1.25 CAT governance calendar	Board <b>accountable</b> for approving calendar.	DGO <b>responsible</b> for drawing up calendar and cascading to SSBs		
1.26 Trustees' and Governors' Expenses Policy	Board <b>accountable</b> for approval of policy annually.	Central Team <b>responsible</b> for writing the policy.		
1.27 Appoint Company Secretary	Board <b>accountable</b> for approving appointment.	Central Team <b>responsible</b> for managing process with Trustee involvement.		
1.28 Trust website compliance	Board <b>accountable</b> to DfE for compliance.	Central Team members <b>responsible</b> for ensuring compliance is maintained on a day-to-day basis.		
<b>2. Trust and School Performance, Curriculum and Teaching</b>				
2.1 Trust Development Plan	<b>Accountable</b> - approval of the strategic plan and development plan Monitoring progress at half termly board meetings	CEO <b>responsible</b> for writing plan and, with Central Team, for implementation	Will ensure that trust priorities feature in school development plan	Will ensure that trust priorities feature in school development plan
2.3 School performance targets and review e.g. SEF	Board will be kept up to date through CEO reports, work of QE committee.	CEO is <b>accountable</b> for SEF.	Will be <b>consulted</b> in SEF.	<b>Responsible</b> for writing SEF.
2.3 School Development Plan			<b>Accountable</b> for approval of Plan <b>Support and Challenge</b> of plan through governor S&C visits, half-termly SSB meetings	<b>Responsible</b> for writing and implementing plan
2.4 Decision to implement School Intervention Policy	<b>Accountable</b> for decision on recommendation of CEO	<b>Responsible</b> for implementing policy when required and advising Board appropriately	Governors will be informed.	<b>Consulted</b> on requirement for implementation
2.5 Trust Staff development	HR Committee <b>accountable</b> for trust staff development	<b>Responsible</b> for trust staff development		

2.6 School staff development plan			Accountable for agreeing plan	Responsible for drawing up plan
2.7 Trust Inset days	Accountable to DfE for ensuring that Inset days are set			Responsible for setting Inset days in school
2.8 Pupil attendance	Board accountable to DfE for pupil attendance		Support and Challenge of attendance at SSB meetings	Responsible for oversight and for implementing strategies to ensure high levels of attendance.
<b>3. Staff Policies and Pay</b>				
3.1 HR, employment and staff related policies 3.2-3 Employee terms and conditions or collective agreements	Board is accountable for ensuring that these are in place. HR Committee responsible for oversight and approval of policies, terms and conditions etc.	Central team responsible for writing policies, with support from Trust HR provider.	Consulted where appropriate, noting that many are legal requirements.	Consulted where appropriate, noting that many are legal requirements.
3.4-5 Annual pay awards for teachers and support staff	Board Accountable for adopting STPCD and NJC recommendations annually. HR consulted.	Central Team responsible for implementing STPCD and NJC once adopted by Board.	Consulted where appropriate	Consulted where appropriate
3.6 CEO Performance Review and Pay	Accountable for process and decision. Responsible for completing the process through recognised Trust procedures.			
3.7 Headteacher Performance Review and Pay	Accountable for approving decisions as recommended by SSB	Responsible for managing process, involving Chair of Governors	Consulted as Chair of Governors involved in process; SSB recommends decision to Trust Board.	
3.8 Individual staff Performance Pay Awards	Accountable for approving decisions as recommended by SSB		Consulted through the Performance and Pay Review Committee; SSB recommends decisions to Trust Board.	Responsible for managing process and reporting recommendations to SSB Performance and Pay Review Committee

#### 4. Staff Management

4.1 CEO appointment	<b>Accountable</b> for appointment, and responsible for leading the process	Central Team will assist in implementation of process.	SSB representation in the process.	Headteacher representation in the process.
4.2-3 Trust staff structure and appointments	<b>Accountable</b> for approving the central team structure. <b>Accountable</b> for appointments. Trustees may be involved in the interview process.	CEO <b>responsible</b> for drawing up the central team structure, in consultation with Headteachers. CEO <b>responsible</b> for making appointments to the Central team.		<b>Consulted</b> in changes to the central team structure. May be <b>consulted</b> in appointments to the central team; may be involved in the appointment process.
4.4 School staff structure and compliment	<b>Accountable</b> for changes to staff structures; therefore significant changes should be notified to Board	CEO would notify significant changes to the Board, on behalf of Headteacher.	<b>Responsible</b> for working with Headteacher to ensure staff structure aligns with budget and school development plan.	<b>Responsible</b> for setting staff structure and compliment, ensuring alignment to budget and school development plan.
4.5 Head teacher appointment	<b>Accountable</b> for ratifying the appointment.	<b>Responsible</b> for managing the process with SSB and recommending appointment to Board.	<b>Consulted</b> in the appointment and involved in the process	
4.6 Appointment of Deputy Head Teacher	<b>Accountable</b> for ratifying the appointment.	Involved in the process and <b>responsible</b> for ensuring the appointment is made in line with the Trust's vision and ethos	<b>Consulted</b> in the appointment and involved in the process	<b>Responsible</b> for making the appointment
4.6/7 School staff appointments below Headteacher			<b>Support and Challenge</b> provided through involvement in interview panels	<b>Accountable</b> for making appointments; <b>responsible</b> for ensuring CAT processes are followed
4.8 Decision to intervene in school staff management		CEO <b>responsible</b> for intervening if s/he believes necessary and <b>accountable</b> for overall staffing within the Trust.		<b>Responsible</b> for management of school staff
4.9/10/11 Suspension of CEO/Return of CEO after suspension/dismissal of CEO	<b>Accountable</b> for the decision and responsible for process, led by Chair of Trustees			

4.12/13 Suspension/ Return of Headteacher	HR Committee to be <b>consulted</b>	CEO <b>accountable</b> for suspension/return and <b>responsible</b> for implementation of procedures.		
1.14 Dismissal of Headteacher	HR Committee to be <b>consulted</b> Trustees would be involved in appeal hearings	CEO <b>accountable</b> for decision and <b>responsible</b> for implementation of procedures.		
4.15-20 Suspension/Return/ Dismissal of staff below Headteacher		Central team will provide support around the process	Will be informed by Head. Panel of 3 governors to form appeals panel if required.	<b>Accountable</b> for the decision and <b>responsible</b> for ensuring Trust HR policies and procedures are followed.
4.21 Redundancy of school staff	HR Committee and Board will be notified by CEO	Will provide support around the process	<b>Accountable</b> for making the decision, on recommendation from Headteacher.	Will be <b>responsible</b> for recommending redundancies and ensuring Trust HR policies and procedures are followed.
4.22 Restructuring of school staff	May be notified by CEO	CEO and central team may support process	<b>Accountable</b> for approving decision, on recommendation of Headteacher	<b>Responsible</b> for recommending and implementing changes.
<b>5. Financial Governance and Management</b>				
5.1-2 Trust and School Financial Regulations and Procedures	F&A Committee <b>responsible</b> for approving. Board <b>accountable</b> to DfE for these documents.	CFO <b>responsible</b> for drafting and proposing, in consultation with Finance Team where appropriate		
5.3 Decision to intervene in school financial management	F&A Committee <b>responsible</b> for oversight of interventions and for proposing to Board. Full Board <b>accountable</b> to DfE for decision to intervene.	CEO and CFO <b>responsible</b> for implementing interventions if required.	SSBs will be <b>consulted</b> and kept informed.	
5.4 Appoint trust auditors	F&A Committee <b>responsible</b> for overseeing process. Board <b>responsible</b> for recommendation to the Members who are <b>accountable</b> for approval.	CFO manages process.		

5.5-6 Trust 3-year and 1-year budget plan	F&A Committee <b>responsible</b> for challenge and recommendation to Board. Board <b>accountable</b> for final approval.	CFO draws up budget plans, in consultation with CEO		
5.7-8 Trust services and charges to schools	F&A Committee <b>responsible</b> for reviewing charges to schools and recommending to Board. Board <b>accountable</b> for final approval of trust services and charges.	CEO <b>responsible</b> for deciding services that are required and recommending to Board. CFO <b>responsible</b> for working out trust charges to schools, based on services required.		Will be <b>consulted</b> in deciding the planned services that are required.
5.9 Trust management account monitoring	F&A Committee <b>responsible</b> for challenge and consideration of management accounts at each meeting. Board <b>accountable</b> for ensuring accounts are acceptable and that F&A fulfil their function.	CFO <b>responsible</b> for drawing up monthly management accounts.		
5.10 Trust draft year-end accounts	F&A Committee <b>accountable</b> for review of year-end accounts and for recommendation to Board.	CFO <b>responsible</b> for ensuring audit is completed and draft accounts drawn up in a timely fashion.		
5.11-12 Trust Annual Accounts and Trustees' Report	Board <b>accountable</b> for signing off the accounts and trustees' report. F&A Committee <b>responsible</b> for recommending trustees' report and accounts to the Board.	CFO <b>responsible</b> for ensuring accounts prepared on time. Central Team <b>responsible</b> for drafting Trustees' report, for agreement by Board.		
5.13 Trust Academies Accounts Return to ESFA	Board <b>accountable</b> for ensuring return is made on time.	CFO <b>responsible</b> for submitting return.		
5.14 Response to auditors' management letter	F&A Committee <b>responsible</b> for reviewing response and recommending to Board. Board <b>accountable</b> for agreeing response.	CFO <b>responsible</b> for drafting response.		



5.15-16 School 3-year and 1-year budget plan	F&A <b>responsible</b> for reviewing and recommending to Board the consolidated budget plan. Board <b>accountable</b> for agreeing consolidated budget plan.	CFO will oversee and assist school finance staff in drawing up annual budgets.	<b>Support and challenge</b> the budget plans to triangulate that budgets are balanced, or within an acceptable level of using reserves.	Headteacher <b>responsible</b> for working with finance staff to draw up the school budget plans.
5.17 School financial account monitoring	Board <b>accountable</b> to ESFA. F&A <b>responsible</b> for reviewing and recommending to the Board.	CFO has oversight of Finance Officers	<b>Responsible</b> for monitoring	<b>Responsible</b> for oversight of school accounts
5.18 Asset Management Policy	F&A <b>responsible</b> for agreeing policy. Board <b>accountable</b> to ESFA.	CFO responsible for drawing up the policy		
5.19 School Estates Management Plan	F&A <b>responsible</b> for oversight of the plan. Board <b>accountable</b> to ESFA.	CFO responsible for drawing up, with Headteacher and site managers.	<b>Support and Challenge</b> to triangulate with H&S walkabouts and ensure robustness.	Headteacher responsible for drawing up, with site manager and CFO.
<b>6. Financial Authorisation</b>				
6.1 Expenditure up to £1,000 by Head of School where role is held				
6.2 Expenditure under £15K				<b>Accountable</b> and for sign-off. Finance staff <b>responsible</b> for formulating proposals etc.
6.3 Expenditure under £25K		CEO <b>accountable</b> for sign-off	Will be <b>consulted</b> about major expenditure from school budget and will need to agree.	<b>Responsible</b> for formulating proposals with finance team and ensuring affordability
6.4 Expenditure over £25K	<b>Accountable</b> for sign-off at F&A Committee	CFO <b>responsible</b> for bringing proposals and ensuring affordability	Will be <b>consulted</b> about major expenditure from school budget and will need to agree.	Will be involved in formulating proposals with finance team and CFO
6.5 Expenditure over WTO GPA limit	<b>Accountable</b> for sign-off by Board F&A Committee <b>responsible</b> for recommendation	CFO <b>responsible</b> for bringing proposals to F&A Committee and ensuring affordability	Will be <b>consulted</b> about major expenditure from school budget and will need to agree.	Will be involved in formulating proposals with finance team and CFO

6.6 Schedule of School Lettings Charges			<b>Accountable</b> for agreement of levels of charges.	<b>Responsible</b> for formulating schedule of charges with Finance Officer.
6.7 Disposals or write-off of stock, assets or debts up to lower limit			<b>Accountable</b> for agreeing write-offs.	<b>Responsible</b> for proposing write-offs.
6.8/9 Disposals or write-off of stock, assets or debts over lower limit	F&A committee <b>accountable</b> for agreeing write-offs.	CFO <b>Responsible</b> for proposing write-offs, in conjunction with school staff		
6.10 Compensation/settlement payments up to £50K or limit set by ESFA	Board <b>accountable</b> for agreeing payments F&A Committee <b>responsible</b> for reviewing requests and making recommendation.	CEO will formulate proposals in consultation with senior leaders of Trust and school.		
<b>7. School Policies and Procedures</b>				
7.1 School times, terms and holidays	Board <b>accountable</b> for ensuring these fall within legal requirements.	CEO <b>responsible</b> for setting, in consultation with Heads, and bring proposals to Board.	Will be <b>consulted</b> in any changes to school times.	Will set Inset days, will be <b>consulted</b> on term dates and changes to school times.
7.2 Change of school age range	Board <b>accountable</b> for signing off change.	CEO <b>responsible</b> for changes, in consultation with Heads and SSBs, and bring proposals to Board.	Will be <b>consulted</b> .	Will be <b>consulted</b> . May provide evidence for change.
7.3 Expansion of school PAN	Board <b>accountable</b> for signing off expansion.	CEO <b>responsible</b> for ensuring changes are appropriate and bringing proposals to Board.	Will be <b>consulted</b> .	Will be <b>consulted</b> . May provide evidence for change.
7.4 Extension of school provision i.e. nursery provision	Board <b>accountable</b> for signing off extension.	CEO and central team responsible for ensuring plans are appropriate and bringing proposals to Board.	Will be <b>consulted</b> .	Will be <b>consulted</b> . May provide evidence for need of provision.
7.5 Extended services on-site (wrap-around care)			<b>Accountable</b> for agreeing additional provision.	<b>Responsible</b> for provision.
7.6 Child Welfare and Safeguarding Policy	Board <b>accountable</b> for signing off policy and implementation.	CEO <b>responsible</b> for writing, implementation and monitoring.	<b>Responsible</b> for monitoring.	<b>Responsible</b> for implementation and monitoring.
7.7 Health and Safety Policy	Board <b>accountable</b> for signing off policy and implementation.	CEO <b>responsible</b> for writing, implementation and monitoring.	<b>Responsible</b> for monitoring through H&S walkabouts.	<b>Responsible</b> for writing school appendix, implementation and monitoring.

7.8 School statutory policies <i>See Policy Matrix for details</i>	Board <b>accountable</b> for ensuring statutory policies in place.		<b>Responsible</b> for (a) agreeing school policies and addendums where listed on matrix (b) monitoring where appropriate through Support and Challenge programme.	<b>Responsible</b> for writing school policies, implementation and monitoring.
7.9 School non-statutory policies. <i>See Policy Matrix</i>			<b>Accountable</b> for signing off.	<b>Responsible</b> for writing, implementation and monitoring.
7.10/11 Short-term suspensions and return			Will convene a governor review panel where necessary.	<b>Accountable</b> and <b>responsible</b> for process being carried out according to DfE guidance.
7.12 Permanent Exclusions			<b>Accountable</b> - will convene a governor review panel and ensure a fair review.	<b>Responsible</b> for ensuring process carried out according to DfE guidance. Will provide the necessary documentation in the required time-frame.
7.13 Appeals against permanent exclusions	Board <b>accountable</b> for putting an IRP in place.	Central team <b>responsible</b> for collating paperwork from school.		
7.14 Complaints Policy	Board <b>accountable</b> for signing off policy.	CEO <b>responsible</b> for writing policy.	May be required to convene a panel under stage 3.	Will ensure policy is followed.
7.15 Complaints appeals	Board <b>accountable</b> for independent review panel (stage 4).	Central team <b>responsible</b> for collating paperwork.		
7.16 Admissions Policy	Board <b>accountable</b> for signing off policy.	CEO and Central Team <b>responsible</b> for administering changes.	<b>Consulted</b> on any changes.	<b>Consulted</b> on any changes.
7.17 Allocation of places against Admissions Policy	Board <b>accountable</b> for ensuring the process is conducted within legal framework. Currently carried out by LA.	CEO and Central Team <b>responsible</b> for carrying out the process, or contracting to local authority.		
7.18 Admissions Appeals	Board <b>accountable</b> for ensuring appeals are conducted within legal framework – currently carried out by LA.	CEO and Central Team <b>responsible</b> for carrying out the process, or contracting to local authority or external provider.		<b>Responsible</b> for providing necessary paperwork. Will be involved in the process – currently carried out by LA

7.19 School prospectus			<b>Accountable</b> for sign-off, if school has one.	<b>Responsible</b> for writing, if school has one (not a legal requirement).
7.20 School website		Central team will provide support where required.	<b>Accountable</b> for meeting legal requirements.	Responsible for content.
7.21 School logo and branding			<b>Accountable</b> for agreeing changes.	<b>Responsible</b> for proposing and implementing changes.
7.22 School uniform			<b>Accountable</b> for agreeing changes.	<b>Responsible</b> for proposing and implementing changes.
7.23 Approve educational visits		CEO is <b>Accountable</b> for receiving all the paperwork and signing off on residential and adventurous activity trips.	<b>Accountable</b> for agreeing trips. Schools to inform SSB annually of planned visits. Additional visits during year should be informed by Head via email.	<b>Responsible</b> for implementation of policy and reporting visits to SSB.