

'...those who hope in the LORD will renew their strength. They will soar on wings like eagles; they will run and not grow weary, they will walk and not be faint.' Isaiah 40:31



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The Diocese of Canterbury Academies Trust

Appendix Two - Scheme of Delegation for Reculver CE Primary School

Key:

- C Person/group must be consulted with regard to decisions for activity/function
- ✓ Person/group is responsible for activity/function
- x Person/group is not responsible for activity/function
- COO Chief/Trust Executive Officer
- HFBS Head of Finance and Business Services

Fields in grey denote that a particular activity or function will not be variable within the Scheme of Delegation in line with the Multi Academy Trusts (MAT) processes and/or policies.

	Activity/function	Who is responsible			Comments	
		Local Governing Body (LGB)	Headteacher	Aquila Board of Directors		Aquila Chief Operations Officer (COO)
Central Infrastructure Services and Procedures						
1.	To determine the scope of mandatory core services to be delivered as part of the Core and Central Services Contributions			✓	✓	
2.	To identify those additional services to be procured by the Trust on behalf of member Academies			✓	✓	
3.	To ensure centrally procured services provide value for money			✓	✓	
4.	To determine the percentage of the General Annual Grant to be retained by the Trust	C	C	✓	✓	Wider consultation with stakeholders
5.	Adhering to all accounting policies and procedures issued by Aquila	✓	✓	Board sets policy	COO implements	
6.	To establish a charging and remissions policy	x	x	✓	✓	

Local Governance and Operations						
7.	To determine, on an annual basis, those policies which will be devolved by the Trust and mandatory for all Academies			✓	x	COO prepares list for ratification
8.	To provide to the Trust, copies of all policies and procedures and a schedule for their review	✓	✓			
9.	To hold a full LGB meeting at least three times in a school year	✓				
10.	To ensure that all meetings are minuted and a copy sent to Aquila	✓				Delegate to Clerk and sent to Diocesan Schools Officer
11.	To set up a Register of LGB members' Business Interests	✓				Delegate to Clerk
12.	To ensure a Governors' expenses procedure is established	✓	x	x	x	Trust model available
13.	To ensure the development and training of governors to carry out their duties effectively	✓	x	x	x	Monitored by Training and Development Governor
14.	a. To appoint the Chair of the LGB			✓	✓	
	b. To remove the Chair of the LGB			✓		
15.	a. To appoint members of the LGB	x		✓	✓	
	b. To remove members of the LGB			✓		
16.	a. To appoint the Clerk to the LGB	✓	x	x	C	LGB to consult COO and follow associated Guidance
	b. To remove the Clerk to the LGB	✓	x	x	C	LGB to consult COO and follow associated Guidance
17.	To draw up governing documents and any amendments thereafter	✓	x	x	x	These include terms of reference for any delegated responsibilities
18.	To comply with and regulate the LGB procedures (where not set out in law)	✓				
19.	To consider whether or not to exercise delegation of functions to individuals	✓	x	x	C	LGB should consult COO before delegation
20.	To set the times of school sessions and the dates of school terms and holidays	✓	✓	x	C	
21.	To ensure that the school meets for 380 sessions in a	✓	✓	x	x	LGB to be responsible but delegated to

	school year					head
22.	To prepare and publish the school prospectus	✓	✓			On website To be delegated to head
23.	To ensure provision of free school meals to those pupils meeting the criteria	✓	✓			On website To be delegated to head
24.	Adoption and review of home-school agreements	✓	✓			Trust model available
25.	To discharge duties in respect of pupils with special needs by appointing a 'responsible person'	✓	✓	x	C	
Safeguarding						
26.	To institute a safeguarding policy			✓	✓	To be approved by the COO
27.	To ensure that the safeguarding policy is implemented	✓	✓	x	C	HT -responsible for implementation, monitored by the LGB and School Improvement Board Partner.
Staffing						
28.	Executive Headteacher or Headteacher appointments	✓	x	✓	✓	See appointment guidance for panel composition
29.	Deputy Headteacher/Head of School Appointments	✓	✓	✓	✓	See appointment guidance for panel composition
30.	Appoint other teachers	✓	✓	x	x	
31.	Appoint non-teaching staff	✓	✓	x	x	Appointments over £30k
32.	Establish an annual pay policy			✓	✓	
33.	Pay discretions – within budget	C	✓	x	C	
34.	Establishing disciplinary/capability /grievance procedures			✓	✓	
35.	Dismissal of Headteacher/Deputy	✓	x	✓	✓	Follow appropriate policy
36.	Dismissal of other Staff	x	✓	x	x	Follow appropriate policy

37.	Suspending Headteacher	✓	x	✓	✓	Follow appropriate policy
38.	Suspending other staff	✓	✓	x	x	Follow appropriate policy
39.	Ending suspension (Headteacher)	✓	x	✓	✓	Follow appropriate policy
40.	Ending suspension (other staff)	✓	✓	x	x	Follow appropriate policy
41.	Determining staff complement within agreed budget	✓	✓	x	C	
42.	Determining dismissal payments/ early retirement			✓	✓	Follow appropriate policy
Curriculum						
43.	To develop a curriculum policy	✓	✓	x	C	To be approved by the COO
44.	To implement curriculum policy	✓	✓			
45.	Responsible for standards of teaching	✓	✓	x	x	
46.	Responsibility for individual child's education	✓	✓	✓	✓	
47.	To establish and keep up to date a relationships and sex education policy			✓	✓	
48.	Provision of relationships and sex education	✓	✓			Trust will monitor
49.	To prohibit political indoctrination and ensure the balanced treatment of political issues	✓	✓	✓	✓	
Appraisal						
50.	To develop and annually review a appraisal policy			✓	✓	
51.	To implement the appraisal policy	✓	✓			
Target setting						
52.	To propose targets for pupil achievement	✓	✓	x	C	
53.	To agree targets for pupil achievement			✓	✓	COO consults with the Board
54.	Responsibility for pupil outcomes	✓	✓			
55.	Accountability for pupil outcomes	✓	✓			
56. Discipline and exclusion						

57.	To establish a discipline policy	✓	✓	✓	✓	Behaviour framework provided to support development of policy.
58.	To review the use of exclusion and to decide whether or not to confirm any permanent exclusion and fixed term exclusion where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination	✓	x	C	✓	Decisions must be consistent with the Board's ethos and Exclusions Policy
59.	To direct reinstatement of excluded pupils	✓	✓	x	x	
Admissions						
60.	To consult before setting an admissions policy and to set the admissions policy	✓	✓	x	x	To be approved by the DDE - guidance available
61.	Admissions – application decisions	✓	✓	x	x	
62.	To secure equal treatment in admissions for pupils with SEN	✓	✓	x	x	
63.	To appeal against LA decisions to place pupils	✓	✓	x	C	Notification to COO
Religious Education and Collective Worship						
64.	To ensure provision of Religious Education (RE) in line with the school's basic curriculum	✓	✓			Monitored through SIAMS and LGB
65.	To ensure that all pupils take part in a daily act of collective worship	✓	✓			Monitored through SIAMS and LGB
Premises and Insurance						
66.	Buildings insurance and personal liability	✓	✓			Risk Protection Assurance (RPA). Purchase by MAT on behalf of school. LGB must comply with membership rules
67.	Developing school buildings strategy	C	C	✓	✓	
68.	Maintaining buildings, including developing properly funded maintenance plan	✓	✓	C	C	
69.	To produce a health and safety policy			✓	x	
70.	To ensure compliance with health and safety regulations and policy To establish a local health and	✓	✓	x	x	Aquila delegates this to the LGB but will monitor re: its statutory

	safety monitoring schedule					duties
Accounting and budget						
See Page 6						

Financial Organisation Scheme of Delegation

Finance	Board of Directors	Finance Committee	Chief Operations Officer	Head of Finance & Business Services	Local Governing Body	Academy Head Teacher	Academy Finance & Business Manager	Academy Finance & Administrative Staff
Location >>>	Trust	Trust	Trust	Trust	Academy	Academy	Academy	Academy
BUDGET & MANAGEMENT REPORTING								
Annual Academy Budget Planning & Review of Monthly Management Accounts			Authorised to Review and make Recommendation to Academy	Authorised for Review of Budgets, Consolidation, Transaction Logs, Masterfile Amendments and Management Accounts Authorised to Review & agree Consolidated budget	In line with Trust Financial Administration & Control Policy	In line with Trust Financial Administration & Control Policy	In line with Trust Financial Administration & Control Policy	In line with Trust Financial Administration & Control Policy
Approval of Annual Academy Budget & Periodic Management Accounts	Board to approve	Review and Recommend approval to Board of Directors	Authorised to Review and Recommendation to Finance Committee		Authorised to Review and make Recommendation to Trust			
Preparation of Central and Overheads Budget & Periodic Management Accounts				Authorised				
Approval of Central Budget & Periodic Management Accounts	Board to approve	Review and Recommend approval to Board of Directors	Authorised to Review and Recommendation to Finance Committee					
Preparation of Periodic Management Accounts				Authorised for Consolidation Of All Budgets			Authorised to prepare	Authorised to prepare
Approval of Periodic Management Accounts	Board to approve	Review and Recommend approval to Board of Directors	Authorised to Review and Recommendation to Finance Committee					
Authorised to make virements within Budget Share		Review and approve	Authorised to a limit specified by Trust Finance Committee	Authorised to a limit specified by Trust Finance Committee	Authorised to make virements in line with Trust Finance Policy	Authorised to specified limit in Trust Finance Policy	Authorised to review and recommend to Principal Head Teacher in line with Trust Finance Policy	
PURCHASING & PROCUREMENT								
	Authorised Over £50,000 with tendering policy (purchases over £172,514 subject to formal tendering via OJEU process)	Authorised in line with Trust Finance Policy	Authorised in line with Trust Finance Policy	Authorised in line with Trust Finance Policy	Authorised Up to £50,000. Require 3 written quotations	Authorised Up to £10,000 in line with Trust Finance Policy. Require 3 written quotations	Authorised to limit agreed by Head Teacher Principal	Authorised to limit agreed by Head Teacher Principal
Authorising invoices/payment requests (note invoice should not be authorised by person who placed the order)	Authorised Over £50,000 with tendering policy (purchases over £172,514 subject to formal tendering via OJEU process)	Authorised in line with Trust Finance Policy	Authorised in line with Trust Finance Policy	Authorised in line with Trust Finance Policy	Authorised Up to £50,000 in line with Trust Finance Policy	Authorised Up to limit agreed in Trust Finance Policy	Authorised to limit agreed by Head Teacher Principal	Authorised to limit agreed by Head Teacher Principal
Enter into contracts and/or Operating Leases		Agenda Item and noted for records		Authorised to sign contracts if appropriate. Minuted at Finance Committee	Review and recommend to Trust	Authorised to make Contract proposals ensuring three quotations and evidence of affordability		

Finance	Board of Directors	Finance Committee	Chief Operations Officer	Head of Finance & Business Services	Local Governing Body	Academy Head Teacher	Academy Finance & Business Manager	Academy Finance & Administrative Staff
Location >>>	Trust	Trust	Trust	Trust	Academy	Academy	Academy	Academy
Tendering processes	Authorised Over £50,000 with tendering policy (purchases over £172,514 subject to formal tendering via OJEU process)	All tenders for transactions greater than £50,000 will be jointly managed with the Finance Committee and Chief Operations Officer	All tenders for transactions greater than £50,000 will be jointly managed with the Finance Committee and Chief Operations Officer	All tenders for transactions greater than £50,000 will be jointly managed with the LGB and Head of Finance & Business Services	All tenders for transactions greater than £50,000 will be jointly managed with the LGB and Head of Finance & Business Services	Authorised Up to limit agreed in Trust Finance Policy		
STATUTORY REPORTING								
Completing 5 year budget reports (including income/expenditure, cash flow, projections etc)			Authorised	Authorised	Authorised for their Academy	Authorised for their Academy	Authorised for their Academy	
Approval of 5 year budget reports to Board and/or DfE (including income/expenditure, cash flow, projections etc)	Approval and Signing	Review Reports, Forecast End of Year Outturn, Compliance with Scheme of Delegation, Contractual commitments, Audit Committee Reports and Recommendation to Board Of Directors. Review Internal & External Audit Process, Application of Accounting of Accounts	Recommend to Finance Committee	Authorised to Review Academy budgets and recommend to Chief Operations Officer	Authorised to Review and recommend to Trust for ratification			
Approval of annual and periodic financial reports to the Trust and/or DfE (including income/expenditure, cash flow, projections etc).	Authorised to Ratify	Review and make recommendation to the Board	Authorised to Review and Recommendation to Finance Committee		Authorised to Review and make recommendation to Trust			
Completing annual & periodic financial reports to Trust and/or DfE (including income/expenditure, cash flow, projections etc).				Authorised		Review and make recommendation to LGB	Authorised for their Academy	Authorised for their Academy
Authorised to complete PAYE/VAT returns				Authorised			Authorised for PAYE through payroll provider. VAT returns consolidated at Trust level	Authorised for PAYE through payroll provider. VAT returns consolidated at Trust level
Authorised to approve PAYE/VAT returns				Authorised		Authorised to approve in line with Trust Finance Policy	Authorised to approve in line with Trust Finance Policy	
BANKING AUTHORITY & CASH MANAGEMENT								
Approval to borrow money - this is not allowed within the funding agreement and thus must always be a board decision	Authorised							
Cash flow Management		Authorised to Review and approve		Authorised to prepare Cashflow Forecasts and Recommend to Finance Committee	Authorised to agree Cashflow Forecasts		Authorised to prepare Cashflow Forecasts	
Open a bank account and become an approved signatory. (Accounts must be opened in Trust/Academy name with minimum of two signatories)		Authorised to approve Signatories for Trust Bank Account	Authorised for Trust Bank Accounts	Authorised for Trust Bank Account	Authorised for approving Academy Bank Account signatories in line with Trust Finance Policy	Approved Signatory for Academy Bank Account in line with Trust Finance Policy	Approved Signatory for Academy Bank Account in line with Trust Finance Policy	
Authorised charge card user (if applicable)		Approve Charge Card Users	Authorised	Authorised		Authorised at Academy in line with Trust Finance Policy		

Finance	Board of Directors	Finance Committee	Chief Operations Officer	Head of Finance & Business Services	Local Governing Body	Academy Head Teacher	Academy Finance & Business Manager	Academy Finance & Administrative Staff
Location >>>	Trust	Trust	Trust	Trust	Academy	Academy	Academy	Academy
Authorised to administer Imprest/Petty Cash Account				Authorised for Trust Bank Account (max £25/transaction)	Authorised to set single transaction limit		Authorised for Academy Bank Account to limit specified by LGB (max £25/transaction)	Authorised for Academy Bank Account to limit specified by LGB (max £25/transaction)
Authorised to collect income: open post re postal remittances; empty payphones/vending machines				Authorised for Trust account			Authorised for Academies	Authorised for Academies
Authorised to invoice, receipt and bank income				Authorised for Trust account			Authorised for Academies	Authorised for Academies
TRANSACTION PROCESSING								
Payroll - Staff Appointments	Authorised - Academy Structure/Appointments in line with Trust Structure and Policy for Head Teacher Appointments		Authorised - Staff Structure and Appointment Recommendations to the Board		Authorised - Staff Appointments within own academy in line with Trust policy on Appointment of Head Teachers Principal	Authorised - Staff Appointments within own academy in line with Trust policy on Appointment of Head Teachers Principal		
Payroll - Administration	Authorised - Utilisation of Payroll Bureau		Authorised - Utilisation of Payroll Bureau	Authorised - Amendments to Employee Files issued to Central HR Manager Salary holding; Salary, Bank Account Details, Tax Codes, Personal Details, Deductions and Allowances			Authorised - Amendments to Employee Files issued to Central HR Manager Salary holding; Salary, Bank Account Details, Tax Codes, Personal Details, Deductions and Allowances	Authorised - HR Department/Assistant administration of overall employee data files and management of payroll bureau who act as HMR&C agents
Payroll - Payments				Authorised - Reconciliation of Trust staff payments compared to previous months gross salary showing adjustments; appointments, resignations, pay amendments etc. Authorised - Sign off Reconciliation of Trust payroll payments		Authorised for Academy staff	Authorised - Reconciliation of academy staff payments compared to previous months gross salary showing adjustments; appointments, resignations, pay amendments etc	
Payroll - Journals				Input for all academies within Trust				
Payroll - Certify Input Documents			Authorised				Authorised	
Purchasing - Authorised to create vendors on accounting system				Authorised for Trust			Authorised for Academy	Authorised for Academy
Purchasing - Purchase Invoices (from PO system)				Authorised for Trust			Authorised	Input (post approval from budget holder) as specified in Trust Finance Policy
Petty Cash Entries			Authorised	Input			Authorised	Input
Bank Account Payments				Authorised for Trust Bank Accounts only		Authorised at Academy within agreed limits as set out in Trust Finance Policy	Authorised at Academy within agreed limits as set out in Trust Finance Policy	Authorised for Academy Bank Accounts Input Only (as applicable)

Imprest Account Payments				Authorised for Trust Bank Accounts		Authorised for Academy Bank Accounts Input Only to limit specified in Trust Finance Policy	Authorised for Academy Bank Accounts Input Only to limit specified in Trust Finance Policy	Authorised for Academy Bank Accounts Input Only to limit specified in Trust Finance Policy
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Finance	Board of Directors	Finance Committee	Chief Operations Officer	Head of Finance & Business Services	Local Governing Body	Academy Head Teacher	Academy Finance & Business Manager	Academy Finance & Administrative Staff
<i>Location >>></i>	<i>Trust</i>	<i>Trust</i>	<i>Trust</i>	<i>Trust</i>	<i>Academy</i>	<i>Academy</i>	<i>Academy</i>	<i>Academy</i>
Bank Account Receipts; income, refunds				Authorised for Trust Bank Accounts		Authorised for Academy	Authorised for Academy	Authorised for Academy Bank Accounts Input Only (as applicable)
Income - Grants Receivable (Journals)				Authorised			Authorised for Academy Income	Authorised for Academy Income
Income - Operational & Start Up (Journals)				Authorised			Authorised for Academy Income	Authorised for Academy Income
Income - Sales, Trips, Lettings				Authorised			Authorised for Academy Income	Authorised for Academy Income
Income - Gifts & Donations				Authorised			Authorised for Academy Income	Authorised for Academy Income
Correcting Journals				Authorised/Input			Authorised/Input	Input
Authorisation of expense claims (cannot authorise one's own expenses)		Authorised	Authorised	Authorised		Authorised	Authorised	
Write-off bad debts	Authorise over £1000	Authorise over £500 and below £1000	Authorised over £250 and below £500	Authorised Less than £250, Over £250 Recommend to Chief Operations Officer	Authorised Less than £250	Authorised Less than £250		
ACCOUNT RECONCILIATION								
Purchase Ledger Control Account - including a review of aged creditor balances and debit balances.				Authorised			Authorised for Academy	Authorised for Academy
Payroll Control and Deductions Control Accounts				Authorised			Authorised for Academy	Authorised for Academy
Bank Accounts			Authorised	Authorised		Authorised at Academy	Authorised at Academy	Authorised for Academy
Asset and Liability Accounts (accruals and prepayments)				Authorised			Authorised At Academy	Authorised for Academy
Charge card statements (cannot be charge card user)				Authorised			Authorised At Academy	Authorised for Academy
Personal Expenditure Claims				Authorised			Authorised At Academy	Authorised for Academy
Imprest Account and Petty Cash				Authorised			Authorised At Academy	Authorised for Academy
Provisions Accounts				Authorised			Authorised At Academy	Authorised for Academy
Sales Ledger Control Accounts				Authorised			Authorised At Academy	Authorised for Academy
Fixed Asset Control Accounts				Authorised			Authorised At Academy	Authorised for Academy
Petty Cash Control Accounts				Authorised			Authorised At Academy	Authorised for Academy
Suspense Accounts				Authorised			Authorised At Academy	Authorised for Academy
Asset and Liability Accounts (accruals and prepayments)				Authorised			Authorised At Academy	Authorised for Academy
Responsible for reconciling audit trails				Authorised			Authorised At Academy	Authorised for Academy
FIXED ASSETS								
Asset Register	Reports from FAR Committee	Authorised to Review and approve		Authorised to enter Items in line with Trust Finance Policy			Authorised to enter Items in line with Trust Finance Policy	Authorised to enter Items in line with Trust Finance Policy
Security Of Assets				In line with Trust Finance Policy			In line with Trust Finance Policy	In line with Trust Finance Policy

Finance	Board of Directors	Finance Committee	Chief Operations Officer	Head of Finance & Business Services	Local Governing Body	Academy Head Teacher	Academy Finance & Business Manager	Academy Finance & Administrative Staff
<i>Location >>></i>	<i>Trust</i>	<i>Trust</i>	<i>Trust</i>	<i>Trust</i>	<i>Academy</i>	<i>Academy</i>	<i>Academy</i>	<i>Academy</i>
Disposal of Assets	Authorised	Authorised to Review and approve		Authorised - For Proposed Sale or Destruction up to £20,000. Approval of DfE required over £20,000. Disposal of Land to be agreed with Secretary of State	Authorised in line with Trust Finance Policy	Authorised in line with Trust Finance Policy		
Loan of Assets	Authorised	Authorised	Authorised	Review and recommend to Chief Operations Officer		Authorised in line with Trust Finance Policy		
RISK MANAGEMENT & COMPLIANCE								
Risk Management including Risk Register, controls and compliance	Receives reports from Finance Committee	Authorised to Review and approve	Reports from Head of Finance & Business Services	Authorised at Trust level. FD Risk Manager consolidating academy risk/controls	Authorised to review and approve	Responsible for ensuring adequate management/controls		