



We want to support everyone to be the change they wish to see in the world. We understand that this is not about grand gestures, it's about helping individuals. Through a constant drive to enrich and develop our people, we can create a group of schools capable of achieving this goal. We will remember this in everything we do, everything we say, every action we take, everything we promote. By keeping this focus, we aim to be an influential contributor to the world of education and an example to others.

Our Vision

Enabling everyone within the Trust to harness their own power and potential.

Our Aims

To create amazing learning opportunities for children and for generations to come. To play our part in helping all pupils to contribute to making the world a better place.

Our Values

As a trust we will:

- Work ethically and with mutual respect and collaboration.
- Provide a caring and safe environment where responsible, tolerant and principled global citizens can grow.
- Develop creative, enquiring and resilient learners with ambition and a thirst for knowledge.
- Promote success and celebrate effort.
- Provide a vibrant, challenging and enriching curriculum by encouraging fresh approaches and outward-looking ideas.
- Ensure that all staff have outstanding continual professional development and feel appreciated and supported.
- Embrace technologies and new ways of working, to reflect the changing needs of our world.
- Play a significant part in our strong community and provide support for all the families within it.
- Recognise the diverse needs of our community, to ensure that pupils from all backgrounds thrive.

The MAST Academy Trust - Scheme of Delegation

Effective date: 21.11.17

1. Introduction

- 1.1. This Scheme of Delegation applies to all academies run by the Company.
- 1.2. The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice. Under the Trust's Articles of Association the Trustees control the management and administration. It has responsibility for directing its affairs, and for ensuring that it is solvent, well-run, and delivering the Trust's charitable objects for the benefit of the public.
- 1.3. In order to discharge these responsibilities, the Trustees appoint people who are more locally based to serve on committees (the "Local Governing Bodies") which are established to ensure the good governance of the individual academies. The Local Governing Bodies are committees established by the Trustees and are at all times subject to any directions the Trustees may give. The terms of this delegation may be altered, suspended or withdrawn by the Trustees.
- 1.4. This Scheme of Delegation explain the ways in which the Trustees fulfil their responsibilities for the leadership and management of the academies, the respective roles and responsibilities of the Trustees, Governors of the Local Governing Bodies and the Principal/Head of School and the commitment to each other to ensure the success of each academy.
- 1.5. It is intended that a Local Governing Body shall be established for each Academy. For the avoidance of doubt a Local Governing Body may be delegated responsibility for more than one academy.
- 1.6. The levels of delegation are as follows:
 - Board of Trustees (including any sub committees)
 - Local Governing Bodies
 - CEO
 - Headteacher
- 1.7. Certain decisions and actions in respect of the Company and the academies are reserved to the Trustees. In general terms responsibility for the strategy, management and operations for each academy will be delegated to a Local Governing Body.
- 1.8. This Scheme of Delegation has been put in place by the Trustees from the effective date in accordance with the provisions of the Company's Articles of Association (the "Articles") and it should be read in conjunction with those Articles. References in this Scheme to numbered Articles are to the relevant clause of the Articles.
- 1.9. The majority of delegations in the document are in relation to the financial affairs of the Trust and this document should be used in conjunction with the Financial Regulations of the Trust, Financial Procedures of the individual academies and the Academies Financial Handbook.
Other delegations include:
 - Strategy and Leadership
 - HR/Staffing
 - Education
 - Asset Management
 - Estates

2. Ethos and Trust Commitment

- 2.1. Each academy will have its own mission/vision set by the Trustees which the Local Governing Body will implement.
- 2.2. Academies within the Company will work with each other in a co-operative and supportive manner; sharing expertise and specialisms. Academies within the Company will engage with other local schools and partners in order to ensure the best possible provision for children and families within a community.

3. Principles of the Scheme of Delegation

- 3.1. Key Principles of Operation: Underlying principles of the partnership (ethos & culture) The following principles will guide and secure the purpose and goals of the Trust.
- 3.2. All directors, governors and professionals working for the Trust will accept and embrace their professional responsibility to care for every child and young person within the Partnership. They will be open to change, treating all within the wider community with dignity and respect at all times.
- 3.3. Every child has the right to the highest quality academic, social, emotional, spiritual and physical education.
- 3.4. High quality intervention will be provided when appropriate to ensure the learning needs of ALL pupils are met at the earliest opportunity (inc in early years).
- 3.5. Those involved in Trust leadership and governance accept responsibility to a high quality in-service training and an appraisal process that is challenging and supportive to enable outstanding teaching and leadership.
- 3.6. All children and young people will be nurtured within an agreed moral framework secured through British values, values of community schools and the values identified in the United Nations Convention on the Rights of the Child.
- 3.7. There will be clear structures in place to ensure that the voices of all children, young people and adults within the Trust are heard and valued.
- 3.8. The partnership will value and respect each school's distinctive ethos and identity.
- 3.9. The partnership will aim to identify and foster the passion that motivates each child and provides an atmosphere where children enjoy learning, thrive on challenge and want to go to school

4. Conflicts

- 4.1. In the event of any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

5. Annual review

- 5.1. The Scheme of Delegation shall operate from the Effective Date and shall in respect of each Academy.
- 5.2. The Trustees will have absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provision of it.
- 5.3. In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the Local Governing Bodies.

Key:

TR = Trustees

GB/LGB = Governing Body

HT = Headteacher

CEO = Chief Executive Officer

BoT = Board of Trustees

Annex x: Summary of delegated decision making authorities

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
Finance	1.1	Recommend individual academy budget plan for approval to the Board		*		*	*			LGB/Principal to draft for approval Involve FD in budgets to supported schools
	1.2	Approve individual and consolidated budgets by 30.6 each year	*			*				
	1.3	Receive and review academy monthly management accounts compiling of Income and Expenditure account, Balance sheet and termly, Aged debtors/creditor, VAT, Petty cash, correlation between planning tool and finance package		*	*		*	*		

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	1.4	Receive and review Trust consolidated termly management accounts compiling of Income and Expenditure account, Balance sheet, Aged debtors/creditor, VAT, Petty cash, correlation between planning tool and finance package	*			*				
	1.5	Investigate financial irregularities and report to the Board		*			*			Board must determine course of action on receipt of report
	1.6	Agree contracts, any new bank accounts and make payments Trust wide or not relating to an academy	*			*				

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	1.7a	Make payments / agree contracts or virements – 2fe or less - Up to £5k (A) - £5-20k (B) - £20k+ (C)	C	B	A	C	B	A		Limits on authorities are contained in the agreed terms of reference and financial regulations for each Academy © = Committee 2fe = 2 form entry school or less
	1.7b	Make payments / agree contracts or virements, 3fe – 7fe - Up to £15k (A) - £15-30k (B) - £30k+ (C)	C	B	A	C	B	A		3fe – 7fe = 3 to 7 form entry school
	1.7.c	Make payments / agree contracts or virements, 8fe – 10fe - Up to £20k (A) - £20-40k (B) - £40k+ (C)	C	B	A	C	B	A		8fe – 10fe = 8 form entry to 10 form entry school
	1.8	Approve charging & remissions policy in school		*			*			

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	1.9	Approve charging policy Trust level (if applicable)	*			*				This is the charging and remissions policy not central charge
	1.10	Review and agree scheme of delegation annually	*			*				
	1.11	Appoint auditors (at AGM)	*			*				
	1.12	Appoint Responsible Officer (if required)	*			*				
	1.13	Appoint an Accounting Officer for the Trust	*			*				
	1.14	Ensure Pupil Premium funding is used to raise achievement of disadvantaged pupils	*	*		*	*		*	CEO approval for supported schools
	1.15	Approval of the trust's Financial Regulations/Procedures Manual and all financial policies	*			*				Approval of local financial regulations done at LGB level

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	1.16	Review the Financial Management Software for suitability as the Trust changes over time and ensure it remains suitable. Make recommendations to BoT if considered no longer fit for purpose.							*	ELT involvement
	1.17	Approval of year end consolidated statutory accounts	*			*				
	1.18	Review of year end outturn figures from individual academies for inclusion in year end consolidated year end accounts		*			*		*	CEO/FD for supported schools
	1.19	Prepare the annual report including commentary and ensure its adherence to the EFA Academies Accounts Direction			*				*	Headteacher Trustees to ensure this is collated FD involvement
	1.20	Preparation of year end consolidated statutory accounts (with Trust Business Manager/Accountants)			*			*		

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	1.21	Prepare for annual audit and pension audit and ensure all working papers and supporting documentation is readily available (with Trust Business Manager)			*			*		Done at individual school level supported by FD
	1.22	Receive External Audit Management Letter and findings report	*			*				
	1.23	Recommend the appointment of External and Internal Auditors			*			*		Led by CEO/FD
	1.24	Appoint External and Internal Auditors	*			*				
	1.25	Receive Responsible Officer reports and report action points and academy response to Accounting Officer / BoT	*	*	*	*	*	*		
	1.26	Ensure all points raised from Annual Audit Management Report are actioned	*			*				
	1.27 a	Approve any central school support charge	*			*				

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	1.27 b	Report annually to GB's against the central support charge impact on individual schools	*			*				
	1.28	Approve Corporate finance policies	*			*				
	1.29	Monitor purchasing regulations to ensure compliance by academies		*	*		*	*		CEO/FD to do termly AO checks through meets with each academy
	1.30	Review contracts on an ongoing basis (and as part of ensuring the Trust/academies continues to achieve "best value")		*	*		*	*		FD involvement for supported schools
	1.31	Ensure all academy contracts and SLA's are reviewed where appropriate and recommendations for Best Value with each contract is made to the BoT			*			*		FD involvement for supported schools
	1.32	Ensure compliance with the financial procedures and procurement policies at an individual academy level		*	*		*	*		FD involvement for supported schools

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	1.33	Ensure the arrangements for insurance cover are adequate and in place	*			*				
	1.34	Undertake an assessment for risk management for insurance purposes for the Trust		*			*	*		Board to have sight of the assessment. To be checked via the H&S Link Governors. HT of supported school to directly lead H&S for 1 st year

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
Assets	2.1	Approval of capitalisation limits and depreciation policy for the Trust	*			*				
	2.2	Ensure all assets purchased are recorded on a Fixed Asset Register, marked as Trust property and existence confirmed on an annual basis.			*			*		

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	2.3	Ensure all instances of loss/theft are notified to the Trust CEO to ensure compliance with the Academies Financial Handbook reporting requirements.			*			*		Over £100 value
	2.4	Ensure disposals of assets are in line with the Fixed Asset Management Policy		*	*		*	*		
	2.5	Disposal of land and buildings	*			*				
	2.6	Produce and maintain individual academy risk registers and report to LGB at each meeting			*			*		
	2.7	Maintain a Corporate Risk Register, reporting all high risks regularly to BoT and action taken			*			*		

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
Estates	3.1	Responsible for the maintenance and upkeep of the academy properties		*	*		*	*		
	3.2	Ensure building and grounds remain Health & Safety compliant, reporting any issues to the CEO		*	*		*	*		CEO accesses H&S minutes
	3.3	Ensure any third party usage on site has appropriate insurance and first aid cover			*			*		
	3.4	Security of academy site			*			*		
	3.5	Prepare and implement Health and Safety Policy			*			*		
	3.6	Monitor and evaluate the implementation of the Health and Safety Policy		*			*		*	External audit to be planned annually Monitoring of accidents by FD/CEO

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
Staffing	4.1	Determine and approve staffing structure school level		*	*		*	*	*	CEO for supported schools
	4.2	Determine staffing structure trust level	*			*				
	4.3	Determine dismissal payments and agree early retirements		*						EFA consent may be required to ex- gratia payments. BoT if payments going
	4.4	Determine all HR/personnel policies and procedures	*			*				ELT input
	4.5	Agree general employment terms and conditions (not an individual's pay/package) for staff	*			*				
	4.6a	Appoint the CEO	*			*				
	4.6b	Appoint the Headteacher		*		*				In conjunction with the Board of Trustees
	4.7	Appoint leadership staff		*			*		*	In conjunction with the Board of Trustees, CEO supported schools
	4.8	Appoint teaching staff		*			*		*	CEO supported schools
	4.9	Award TLR points		*	*		*	*	*	CEO supported schools
4.10	Appoint support staff			*			*		FD linked to budgets	

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	4.11a	Set Trust Pay Policy annually	*			*				
	4.11b	Set staff pay/packages (leadership and support staff)		*			*		*	CEO supported schools
	4.12	Set the Headteachers pay/package(s)		*			*		*	LGB retain a key role in performance management of HT. CEO support for RI..
	4.13	Dismiss the Head	*			*				
	4.14	Dismiss other staff		*			*			
	4.15	Suspend the Principal		*			*			
	4.16	Suspend other staff			*			*		LGB to be informed.
	4.17	End suspension of the Headteacher.	*			*				LGB to be informed.
	4.18	End suspension of other staff		*	*		*	*		
	4.19	Development and approval of staff, pay and recruitment policies	*			*				

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	4.20	Appointment of staff in to new roles outside those agreed in the staffing structure		*			*		*	CEO approval if cist is £10K out of line with planned budget and impacts negatively overall
	4.21	Consultation with TU's			*			*	*	
	4.22	Authorise leave of absence for academy staff			*			*		CEO advice available
	4.23	Manage capability/appeals		*	*		*	*		Trust committees from LGBs
Appraisal	4.24	Approve and keep under review appraisal policy (linked with pay and capability policies)	*			*				
	4.25	Implement the appraisal and capability process in relation to the headteacher		*			*			CEO involvement for supported schools. LGB will lead the process for non-supported schools but subject to any directions from the Trustees
	4.26	Implement the appraisal and capability process in relation to other staff			*			*		

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
Education Standards	5.1a	Set challenging pupil progress targets (school level)			*			*		LGBs to maintain oversight
	5.1b	Set challenging pupil progress targets (cohort level)			*			*		
	5.1c	Set challenging pupil progress targets (individual level)			*			*		
	5.2a	Monitor pupil progress against targets (school level)	*	*	*	*	*	*		
	5.2b	Monitor pupil progress against targets (cohort level)		*			*			
	5.2c	Monitor pupil progress against targets (individual level)			*			*		
	5.3	Evaluate the academy's impact on pupil progress against targets	*	*	*	*	*	*		Link Trustees re. progress in school
Education Curriculum and Quality of Provision	6.1	Agree curriculum		*	*		*	*	*	Trustees must ensure a broad and balanced curriculum. CEO for supported schools
	6.2	Ensure agreed curriculum is taught			*			*		
	6.3	Evaluate impact of curriculum		*	*		*	*		To be reported to Trustees

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	6.4	Monitor the quality of teaching			*			*		External validation. QA through link Trustees
	6.5	Improve the quality of teaching			*			*	*	CEO involvement if required
	6.6	Ensure all students make progress			*			*		

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
Education School Improvement	7.1a	Prepare an improvement plan, including SMART objectives and resource implications			*			*		CEO overview Peer Reviews External reviews to monitor impact
	7.1b	Approve the improvement plan		*			*			
	7.2	Evaluate the impact of the improvement plan and overall academy performance	*	*		*	*			
	7.3	Contribute to self-evaluation	*	*	*	*	*	*	*	
	7.4	Ensure all Directors and Governors are appropriately trained in education and school improvement matters.	*		*	*		*		
	7.5	Pupil Premium – review and challenge the value for money/return on investment of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap.	*	*	*	*	*	*		

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Education School Organisation	8.1	Set times of school day and term dates			*	*				Separate out time of day and term dates. Time is head, term is trustees
	8.2	Ensure the academy opens for 380 sessions per year	*			*				
	8.3	Ensure all statutory education policies are in place		*	*		*	*		
	8.4	Make sure all children and young people are safeguarded across the Trust and academy	*	*	*	*	*	*		Safeguarding Link Trustee
Information for Parents	9.1	Provide parents with reports on their child's achievement			*			*	*	CEO overview to ensure statutory compliance only

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
Behaviour attendance and Conduct	11.1	Establish company-wide code of conduct for staff	*			*				
	11.2	Establish and keep under review academy behaviour policy for pupils			*			*		For GB's to approve

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	11.3	Implement academy behaviour policy for pupils			*			*		
	11.4	Monitor impact of academy behaviour policy for pupils		*	*		*	*		
	11.5	Monitor student attendance on a half termly basis. Report to governors and publish data on the academy website		*	*		*	*		
Exclusions	12.1	Permanently exclude a pupil			*			*		Approval of GB
	12.2	Review the decision to permanently exclude a pupil		*		*				Not fewer than 3 governors from any of the schools within the MAT
	12.3	Direct reinstatement of a pupil		*			*			

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
Admissions	13.1	Consult annually on school Admissions Policy Agree any amends to school admissions policies		*			*			
	13.2	Admissions policy to the nursery to be reviewed and approved annually (if applicable)	*			*				

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			TR	GB	HT	TR	GB	HT		
Collective Worship / SMSC	14.1	Ensure statutory requirements are met		*			*			
Supported Academies	15.1	Assess whether an academy requires support in one or more areas	*			*				Risk Register in all aspects
Policies for approval	16.1	Policies to be approved by the Board: See policy schedule	*			*				

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
Local Governing Bodies	17.1	Appoint/remove governors	*			*				
	17.2	Appoint/remove the Chair of Governors		*		*	*			
	17.3	Appoint/dismiss the Clerk to Governors	*			*				
	17.4	Maintenance of a Register of Business Interests for all Directors and Governors and senior staff involved in decision making of the awarding of contracts etc . Put in place a procedure to deal with any conflicts of interest.	*	*	*	*	*	*		
Local Governing Bodies	17.5	Ensure potential conflicts of interest (pecuniary/personal) are declared and recorded at each meeting		*			*			
	17.6	Agree scheme of delegation	*			*				

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			TR	GB	HT	TR	GB	HT		
	17.7	Hold a meeting of the local governing body at least once per term		*			*			
	17.8	Approve a scheme for paying governors' allowances	*			*				Generally, the Trust does not pay
Website	18.1	Include legal disclosures on corporate website(s)	*			*				
	18.2	Publish required information relating to the academy on academy website		*			*			
Strategy & Leadership	19.1	Set trust development plan	*			*				
	19.2	Review and challenge progress of the Trust against its objectives and KPI's	*			*				
	19.3	Ensure compliance with all regulations and obligations under the Financial Handbook, charity, company and education law	*	*	*	*	*	*		

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			TR	GB	HT	TR	GB	HT		
	19.4a	Appointment of new Directors/Trustees (including ensuring that the Directors have the necessary professional skills to run the Trust).	*			*				Members appoint Members.
	19.4b	Appointment of new governors to the LGB		*		*				
	19.5	Appointment of Clerk – Board and LGBs	*			*				
	19.6	Prepare terms of reference for LGBs and Committees	*			*				
	19.7	Training programme for Directors and Governors	*		*	*		*		Based on outcomes of LGB Self evaluations

Note that the CEO of the Company can act on behalf of the Trustees or Company in taking on any of the duties delegated should the need arise.

Adopted by The Mast Board of Trustees on21st November 2017.....

Chair of The Mast Board of Trustees ...Martyn Jones.....

The Mast Board of Trustees Director...Debra Knowles.....

Next Review DateJuly 2018.....