



**Scheme of Delegation**  
**Campfire Education Trust**  
**September 2020**

**ACADEMIES HANDBOOK:**

The academy trust is required by its funding agreement with the Secretary of State for Education to designate a named individual as the 'accounting officer' and this designation confers legal responsibility for financial and administrative matters. The delegation is made to the CEO.

The appointment of an accounting officer does not remove trustee's responsibility for the proper conduct and financial operation of the Trust

\*Reference to the CEO in this document means 'the CEO and the Trust Executive Team'

**This Scheme of Delegation:**

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under the Articles of Associations of certain powers and/or functions as detailed below.
- confirms which powers and functions are reserved to the Trustees.
- should be read in conjunction with the Terms of Reference for the Trustees and the Local Governing Bodies.
- may only be altered or revoked by the Trustees.

The Scheme is divided into four sections as follows: Strategy & Leadership; Education & Curriculum; Financial; HR & Operations. To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation of their meaning are:

Accountable – You have primary responsibility and can delegate at Trust level to CEO and at Academy/School level to Headteacher

Responsible – The task has been delegated to CEO at Trust level and Headteacher at Academy/School level

- **Accountable:** the individual/group that has primary responsibility for ensuring the particular task is completed/signed off and determining how the Trust and/or Academies/Schools (as appropriate) should undertake the task including defining appropriate milestones and targets to be reported against.
- **Responsible:** the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Head Teacher this will be at Academy/School level.
- **Consult:** the individual/group that should be consulted for their views as part of the process of completing a particular task
- **Support:** the individual/group that offers input or challenge to a process, procedure or provision.
- **Inform:** the individual/group that needs to be informed.

<b>GOVERNANCE</b>				
Members accountability				
<ul style="list-style-type: none"> <li>• Agree and review Trust Articles of Association</li> <li>• Appoint and remove Members</li> <li>• Role descriptions for Members</li> <li>• Appoint and remove Trustees- ensuring processes in place for appointment of trustees</li> <li>• Appoint external auditors</li> <li>• Engage with stakeholders</li> </ul>				
	<b>TRUSTEES</b>	<b>*CEO</b>	<b>LGB</b>	<b>HEADTEACHER</b>
Approve Trust Board Terms of Reference	Accountable	Consult	Inform	Inform
Approve Trust Scheme of Delegation	Accountable	Consult	Inform	Inform
Role descriptions for Trustees	Accountable	Consult	Inform	Inform
Consider/approve requests from new convertor or sponsored academies/schools to join the MAT	Accountable	Responsible	Inform	Inform
Appoint Chair of Trust Board	Accountable/ Responsible	Inform	Inform	Inform
Establish Trust Committees	Accountable	Consult	Inform	Inform
Approve Trust Committee Terms of Reference	Accountable	Consult	Inform	Inform
Approve Local Governing Body Terms of Reference	Accountable	Consult	Responsible	Inform
Appoint (and remove) Chair(s) of Trust Committees	Responsible	Consult	Inform	Inform

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Appoint Chair of Local Governing Body	Accountable/ Responsible	Consult	Responsible	Consult
Remove Chair/Vice Chair of LGB (in exceptional circumstances)	Accountable	Consult	Responsible	Consult
Appoint (and remove) LGB members	Inform	Consult	Accountable	Consult
To determine the development needs of the Trustees and put in place an appropriate programme	Accountable	Responsible	Inform	Inform
Organise calendar of Trustee meetings ensuring to hold a full meeting at least three times in a school year	Accountable	Responsible	Inform	Inform
To determine the development needs of the Local Governing Bodies and put in place an appropriate programme	Inform	Support	Accountable	Responsible
Organise calendar of LGB meetings - ensuring to hold a full LGB meeting at least three times in a school year or a meeting of the temporary governing body as often as may require.	Inform	Support	Accountable	Responsible
Approve Trustees Expenses Policy	Accountable	Consult	Inform	Inform
To publish proposals to change category of school	Accountable	Responsible	Inform/Consult	Inform/Consult
<b>TRUST AND ACADEMY/SCHOOL PERFORMANCE</b>				
	<b>TRUSTEES</b>	<b>CEO</b>	<b>LGB</b>	<b>HEADTEACHER</b>
Set Strategic objectives of the Trust & Academies/Schools, Trust Strategic Development Plan	Accountable	Responsible	Support	Consult
KPI's - setting and reviewing performance of the Trust and the academies/schools	Accountable	Responsible	Support	Responsible
Develop the character, mission & values of the Trust & Academies/Schools	Accountable	Responsible	Support	Responsible
Deliver strategic objectives of the Trust & Academies/Schools	Accountable	Responsible	Support	Responsible
Scrutiny: Performance - review & challenge progress of the Trust & Academies/Schools against its strategic objectives and KPIs <ul style="list-style-type: none"> <li>• reviewing progress against agreed KPIs</li> <li>• holding each Academy's/School's leadership to account for academic performance, quality of care and quality of provision</li> <li>• monitoring the overall effectiveness and efficiency of leadership and management at the Academies/Schools</li> </ul> receiving reports on the quality of teaching and learning and making recommendations to the Trustees.	Accountable	Responsible	Support	Responsible

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Scrutiny - Values- operation of the Trust & Academies/Schools against agreed character, mission and values	Accountable	Responsible	Support	Responsible
Self-evaluation - carrying out the self-evaluation process and the area for improvement with particular regard to outcomes and success criteria	Accountable	Consult	Support	Responsible
Monitor & review individual Academies/Schools 3-year Development Plans (Must link to Trust Strategic Development Plan)	Inform	Responsible	Accountable	Responsible
Monitor & review individual Academies/Schools 1-year Development Plans (Must link to Trust Strategic Development Plan)	Inform	Responsible	Accountable	Responsible
Compliance: Funding Agreement - comply with all the obligations including the Academies/Schools Financial Handbook	Accountable	Responsible	Support	Responsible
Compliance: Regulatory - with all regulations affecting the Trust (including charity law, company law, employment law and health and safety)	Accountable	Responsible	Support	Responsible
Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity, and value for money in relation to the management of public funds	Accountable	Responsible	Support	Responsible
Compliance - put in place a procedure to deal with any conflicts of interest and connected party transactions	Accountable	Responsible	Support	Support
Trust Risk Register	Accountable	Responsible	Inform	Inform
To be informed of serious H & S issues	Accountable	Responsible	Accountable	Accountable
Policies - review and adoption of Trust wide policies(including the Pay Policy, Performance Management Policy & Governor Policies, Charging & Remissions Policy, staff discipline, Admissions Policy, finance policies, HR policies) This list is not exhaustive and will need to be amended with the school only policies	Accountable	Responsible	Support	Responsible
Trust wide Staff CPD Development Plan LGB/Headteacher Input	Inform	Accountable	Support	Support
Academy/School Staff CPD Development Plan	Inform	Responsible Inform	Inform/ Support	Accountable Responsible
Trust Inset Days	Inform	Accountable	Consult	Responsible
Discharge duties in respect of disadvantaged pupils and those with special needs by appointing a “responsible person” and ensuring that the legal requirements for children with special needs are met and that they are given support for learning	Accountable	Responsible	Accountable	Responsible

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Quality of Teaching - ensuring appropriate levels of support, challenge, and intervention to support delivery of education outcomes	Accountable	Responsible	Accountable	Responsible
Report - termly to Board on performance	Accountable	Responsible	Accountable	Responsible
School risk register	Inform	Consult	Accountable	Responsible
FINANCIAL GOVERNANCE & MANAGEMENT				
	TRUSTEES	CEO	LGB	HEADTEACHER
Appointment of the Accounting Officer	Accountable/ Responsible	N/A	Inform	Inform
Appointment of External Auditors	Responsible	Responsible	Inform	Inform
Appointment of Internal Auditors	Accountable	Responsible	Inform	Inform
Finance Policy and Delegation arrangements - establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Accountable	Responsible	Support	Responsible
Trust overarching 1-3-year Budget Plan	Accountable	Responsible	Inform	Inform
Trust Annual Budget - formulating and setting for the Trust	Accountable	Responsible	Inform	Inform
Individual Academies/Schools 1 - 3-year budget plans	Accountable	Responsible	Accountable	Responsible
To develop and propose the individual Academy/School budget	Inform	Support	Accountable	Responsible
To agree academy/school 1-3 year budgets	Accountable	Responsible	Consult	Responsible
Trustees' Report & Annual Statutory Accounts	Accountable	Responsible	Inform	Inform
Trust Academies/Schools Accounts Return to ESFA	Accountable	Responsible Accountable	Inform	Inform
Response and implementation of recommendations arising from the audit Management letter	Accountable	Responsible	Support	Responsible
Monitoring of Trust monthly management accounts	Responsible	Responsible	Support	Support
Monitoring of Academy/School monthly management accounts	Accountable	Responsible	Accountable	Responsible
To agree any Insurance and personal liability contracts and review annually	Accountable	Responsible	Inform	Inform
To procure Premises contracts re maintenance, and capital work, with sector specialists	Accountable	Responsible	Inform	Consult
Bank Accounts - authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Accountable	Responsible	Inform	Inform

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Academy/School Annual Budgets - to determine the proportion of the overall Academy/School budget to be delegated to individual Academies/Schools	Accountable	Responsible	Inform	Inform
Reporting; financial reporting and KPI's to Trust	Inform	Responsible	Accountable	Responsible
To make decisions regarding financial expenditure up to the agreed budget. Expenditure outside of the agreed budgets should be referred to the Trust Financial Controller			Accountable	Responsible
Investments - agreeing the Investment Policy in line with the Academies'/Schools' financial Handbook	Accountable	Responsible	Inform	Inform
Capital Spend - To approve and monitor capital monies	Accountable	Responsible	Support	Responsible
To maintain a register of formal contracts entered into, suppliers name, payment frequency, expiry or renewal & amounts paid & frequency	Inform	Responsible	Accountable	Responsible
To maintain an inventory or moveable items of equipment and undertake annual checks	Inform	Inform	Accountable	Responsible
Maintain a record of all property borrowed by staff	Inform	inform	Accountable	Responsible
Authorising the disposal of all unusable and obsolete equipment, and keeping a record of such advising the Central Team if item is on Fixed Asset Register	Inform	Inform	Accountable	Responsible
To determine the scope of mandatory core services to be delivered by the Trust on behalf of its Academies/Schools and their value for money	Accountable	Responsible	Consult	Responsible
To identify additional services to be procured on behalf of individual academies/schools - having due regard to the AFH, the Finance Policy and the delegation limits and within existing agreed budgets.	Accountable	Responsible	Accountable	Responsible
Tender process - documented in Finance Policy - all tenders to be carried out in conjunction with the Central Team.	Accountable	Responsible	Support	Responsible
Expenditure or contracts identified within approved budget plan (as per Record of Financial Responsibility)	Accountable	Responsible	Accountable	Responsible
Expenditure or contracts identified outside approved budget plan (as per Record of Financial Responsibility)	Accountable	Responsible	Accountable	Responsible
Compensation/settlement payments up to £50,000	Accountable	Responsible	Inform	Inform
<b>HR AND OPERATIONS</b>				
	<b>TRUSTEES</b>	<b>CEO</b>	<b>LGB</b>	<b>HEADTEACHER</b>
Appointing the CEO	Accountable/	N/A	Consult	Consult

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	Responsible			
Trust staff structure	Accountable	Responsible	Inform	Inform
Appointing CFOO/CFO	Accountable	Responsible	Inform	Inform
Appointing Central Team Staff (excluding CFOO/CFO)	Support	Responsible	Inform	Inform
Appointing Academy/School staff (excluding Headteacher & SLT)	Inform	Consult	Support	Responsible
Academy/School staff structure & complement	Accountable	Support	Responsible	Support
Suspension of CEO	Accountable Responsible	N/A	Inform	Inform
Return of CEO after suspension	Accountable Responsible	N/A	Inform	Inform
Dismissal of CEO	Accountable Responsible	N/A	Inform	Inform
Appointing the Head teachers at each Academy/School	Accountable	Responsible	Support	N/A
Appointing Academy/School SLT (excluding Headteacher)	Inform	Consult	Support	Accountable
Suspension of Head teachers & Senior Leadership (in accordance with the Trust disciplinary and capability policies)	Accountable/ Responsible	Responsible	Inform	Inform
Dismissal of Head teachers & Senior Leadership (in accordance with the Trust disciplinary and capability policies)	Accountable	Responsible	Inform	
Suspension of teaching and support staff (in accordance with the Trust disciplinary and capability policies)	Accountable	Responsible	Inform	Accountable/ Responsible
Return of teaching and support staff after suspension (in accordance with the Trust disciplinary and capability policies)	Accountable	Responsible	Consult	Accountable/ Responsible
Redundancy of Staff at Trust Level	Accountable	Responsible	Inform	Inform
Redundancy of Staff at Academy/School Level	Inform	Support	Support	Accountable/ Responsible
Restructuring of Staff - Academy/School level	Accountable	Responsible	Accountable	Responsible
Develop and review annually Performance Management Policy	Accountable	Responsible	Inform	Responsible
Agreeing pay discretions - Central Team & Head teachers' pay as per Policy	Accountable	Responsible & Support	Inform	Inform
Reviewing the Academy/School Head teacher's performance appraisal and salary review	Accountable	Responsible & Support	Responsible	Inform
All staff appraisals, salary reviews and agreeing pay discretions - other than Headteacher	Inform	Support	Accountable	Responsible

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Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulation	Accountable	Responsible - for establishing	Support	Responsible
Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Accountable	Responsible	Support	Responsible
Reviewing discipline and grievance policy	Accountable	Responsible	Inform	Inform
Determining staff complement within agreed budget			Accountable	Responsible
Determining dismissal payments/early retirement (except Headteacher) after discussion with the CFOO in accordance with Policy	Accountable	Responsible	Accountable	Responsible
<b>ACADEMY/SCHOOL POLICIES &amp; PROCEDURES</b>				
	<b>TRUSTEES</b>	<b>CEO</b>	<b>LGB</b>	<b>HEADTEACHER</b>
Academy/School Hours, term dates and length of school day - setting the opening and closing times for the Academies/Schools	Accountable	Responsible	Support	Responsible
Change in Academy/School age range	Accountable	Responsible	Support	Responsible
Expansion of Academy/School PAN	Accountable	Responsible	Support	Responsible
Extension of Academy/School provision	Accountable	Responsible	Support	Responsible
To publish proposals to change category of school	Accountable	Responsible	Support	Responsible
To consult before setting an Admission Policy	Accountable	Responsible	Accountable	Responsible
To make admission applications decisions and to appeal against LA directions to admit pupils	Accountable	Responsible	Accountable	Responsible
To ensure safeguarding policy is implemented (Responsibility of everyone)	Accountable Responsible	Responsible	Responsible	Responsible
Safeguarding - including ensuring each Academy/School has appointed a Designated Safeguarding Lead, a current safeguarding policy ensuring compliance with statutory guidance and maintenance of Single Central Record	Accountable	Responsible	Accountable	Responsible
To be informed about serious safeguarding issues	Accountable	Responsible	Accountable	Responsible
To make decisions about serious safeguarding issues	Consult	Accountable	Responsible	Accountable
Exclusions	Accountable	Support	Support	Responsible
Complaints Procedure	Accountable	Responsible	Responsible	Responsible
Complaints Appeals (panel required)	Accountable	Responsible	Support	Support
To establish and review a Discipline Policy (pupils)	Accountable	Support	Responsible	Responsible
School lunch - ensure provided to appropriate nutritional standard	Inform	Responsible	Support	Accountable

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<p>Stakeholder Engagement</p> <ul style="list-style-type: none"> <li>Promoting partnership working between parents/carers and the Academies/Schools to promote high standards of attendance, behaviour and learning by students.</li> <li>Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Academies/Schools to assess its performance against its stated aims and objectives.</li> <li>Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.</li> </ul>	Accountable	Responsible	Support	Responsible
<p>Ofsted Inspections Trust Support -</p> <ul style="list-style-type: none"> <li>Board will liaise with Ofsted where MAT is inspected, or it will assist with an Academy/School inspection</li> <li>CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review</li> </ul>	Responsible	Responsible	Support	Support
<p>Ofsted Inspections: Academies/Schools</p> <ul style="list-style-type: none"> <li>CEO will support LGB's and Head teachers for individual Academy/School inspections</li> </ul>	Support	Support	Accountable	Responsible
<p>Information to Parents</p> <ul style="list-style-type: none"> <li>To prepare and publish the school prospectus</li> <li>To ensure provision of free school meals to those meeting the criteria</li> <li>Adoption and review of home-school agreements</li> </ul>	Inform	Inform	Accountable	Responsible
<p>Pupil Premium</p> <ul style="list-style-type: none"> <li>Reviewing and challenging the value for money and investment of the PP in terms of educational outcomes and narrowing the achievement gap.</li> </ul>	Accountable	Responsible	Responsible	Responsible
<p>Extended Schools</p> <ul style="list-style-type: none"> <li>To decide to offer additional services and to what form these should take.</li> <li>To ensure financial sustainability of any service</li> </ul>	Inform	Responsible	Accountable	Responsible

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<ul style="list-style-type: none"> <li>• To put into place the additional services provided (where necessary)</li> <li>• To ensure delivery of services provided</li> <li>• To cease providing extended school provision</li> </ul>				
To ensure that the school meets for 380 sessions in the school year	Accountable	Responsible	Accountable	Responsible

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## Financial Thresholds:

	<b>BM &amp; SL</b>	<b>GG, LH, LT &amp; ML</b>
For amounts above there is an audit trail and three quotes are required (within approved budget)	£2,500 - £25,000 and anything over £50,000 must be in the form of a tender process	£2,500
Limit for HT approved expenditure (within approved budget)	£5,000	£2,500
Limit for Finance Committee (LGB) approved expenditure (within approved budget)	£10,000	£5,000
Limit for LGB approved expenditure (within approved budget)	£15,000	£7,500
<b>Financial thresholds for Initial Teacher Training</b>		
Amount above which three quotes are required	£2,500 (see above note)	
Limit for Head of ITT approval	£2,500	
For amounts agreed within Service Level Agreements or in contracts, where signed by the CEO, the actual payment can be approved by the Head of ITT, unless it is a review of the SLA/contract		
<b>Financial thresholds for Executive</b>		
Limit for CEO approval	£12,000	
Limit for CFOO	£5,000	
<b>Expenditure above any of the limits above must be approved by the Trustees. A full business case must be submitted to them.</b>		
<b>Proposed expenditure not within the approved budget must be first discussed with the MAT Finance Controller. All new staffing decisions must be discussed with the Financial Controller. It is likely that a revised budget will need to be submitted to the Trust Board.</b>		

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