



Scheme of Delegation – Appendix 3 to the Governance Charter 2020-21

Category:	Governance arrangements
Authorised By:	Board of Trustees
Signature:	
Signed By:	Barry Nolan – Board Chair
Author:	Susan Douglas – CEO Keith Holroyd – Governance & Policy Officer
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Summary of key changes from v10 (November 2019)

This section highlights and summarises the key changes from the previous version (v10, November 2019).

1. [Decision matrix key](#)

- Addition of the Director for Central Services and Schools (*page 5*)

2. [Structure](#)

- New schematic to reflect the appointment of the Director for Central Services and Schools (*page 6*)

3. [Financial and operational management](#)

- Additional column for the Director for Central Services and Schools (*pages 7-9*)
- New footnote to reflect the Audit and Risk Committee's oversight role (*page 7*)
- Audit and Risk Committee consulted as part of the approval process for financial procedures (*page 7*)
- Responsibilities for maintaining the register of pecuniary interests tidied up to reflect overall accountability and current practice (*page 7*)
- DAD and DCSS consulted as part of the budget setting process (*page 8*)
- Responsibility for setting the Academy day and year reassigned to the DCSS (*page 9*)

4. [Governance](#)

- Additional column for the Director for Central Services and Schools (*page 10*)
- Clarification of the responsibility for appointing the clerks to Board and its committees, including LABs, to reflect Academies Financial Handbook requirements and current practice and bringing these together into a single line (*page 10*)
- New line to reflect the responsibility to appoint and remove Trustees as set out in the Articles of Association (*page 10*)
- Updating the responsibility to appoint and remove co-opted Trustees to bring it into line with the Articles of Association (*page 10*)
- Clarifying the role of LAB Chairs for LAB membership, reflecting current practice (*page 10*)

- Linking list of Trust-wide policies to the current DfE list of statutory requirements, rather than listing these in the document and clarifying how Trust-wide and school-based policies are ratified to reflect current practice (*page 10*)
 - Updating responsibilities for Annual Audit Report to reflect current practice (*page 10*)
5. [HR and staffing](#)
- Additional column for the Director for Central Services and Schools (*pages 11 & 12*)
 - Realignment of responsibilities for school and central staff from DAD to DCSS to reflect new structure from September 2020 (*page 11*)
 - Realignment of responsibilities for performance management of Senior HTs to reflect new structure from September 2020 (*page 11*)
 - Clarification of the roles relating to the suspension and dismissal of executive directors (*page 12*)
6. [Student development](#)
- Additional column for the Director for Central Services and Schools (*page 13*)
 - Realignment of responsibilities from DADS to DCSS to reflect new structure from September 2020 (*page 13*)
7. [Board of Trustees](#)
- Updated to reflect new portfolios and committees (*pages 14 & 15*)
8. [Committees](#)
- New section (*pages 15 & 16*)
9. [Cabinet](#)
- Updated to reflect new structure (*page 16*)
10. [Headteachers](#)
- New section (*page 16*)
11. [Local Advisory Board Chairs](#)
- New section (*page 17*)

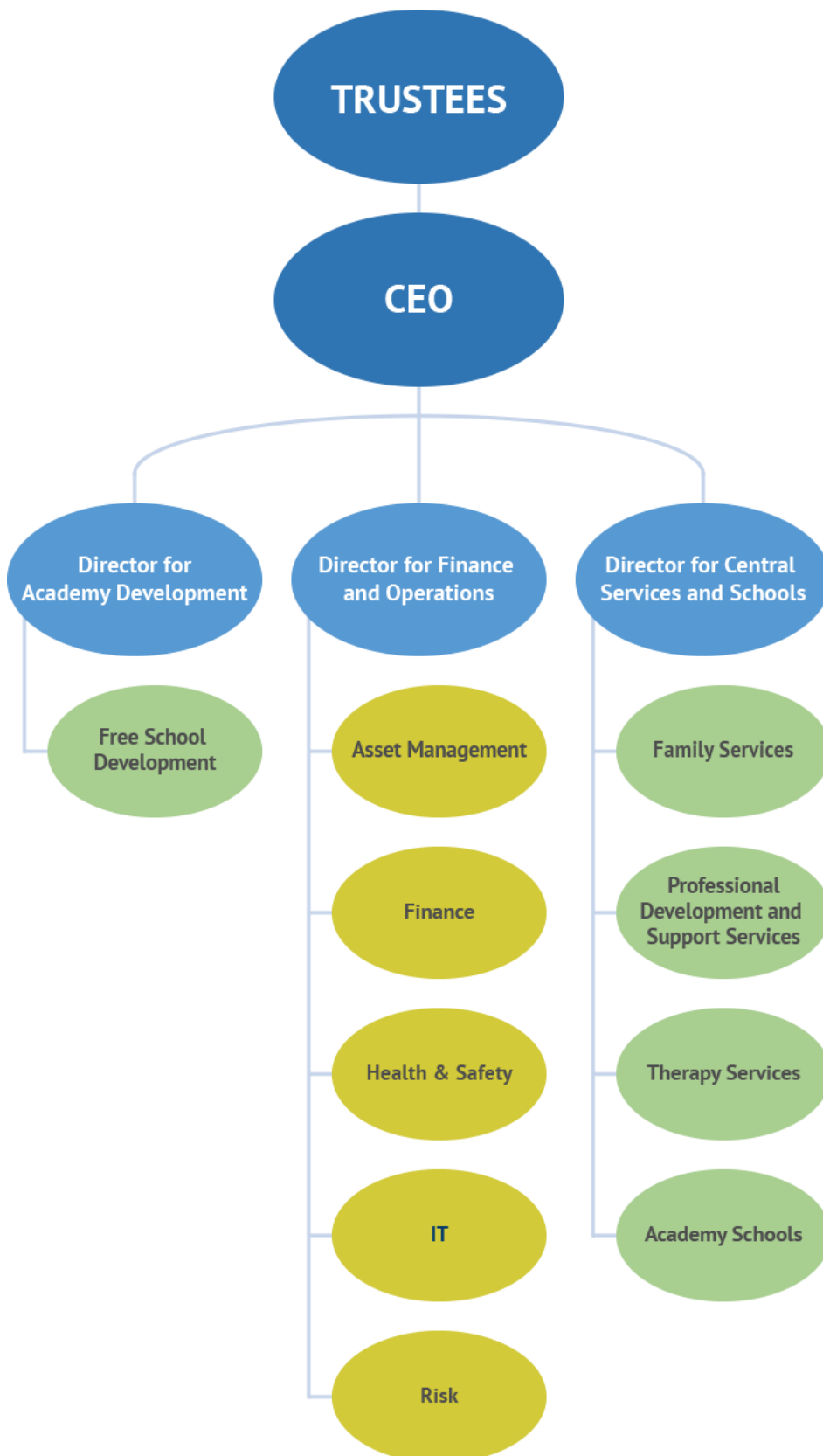
1. Decision Matrix Key

Role holder or group			
M	Members	BoT	Board of Trustees
FC	Finance Committee	RC	Remunerations Committee
ARC	Audit and Risk Committee	PMC	Performance Mgmt. Committee
LAB	Local Advisory Board	CEO	Chief Executive Officer
DAD	Director for Academy Development	DCSS	Dir. for Central Services & Schools
DFO	Director of Finance & Operations	SHT	Senior Headteacher
HT	Headteacher / Head of School		

Delegation			
A	Accountable	R	Responsible
C	Consulted	I	Informed

2. Structure

The Board of Trustees delegates responsibility to the Chief Executive Officer and through the CEO to Directors and staff of the Trust as per the diagram below.



3. Financial and Operational Management

Financial and Operational Management	M	BoT	FC	RC	ARC ¹	PMC	LAB	CEO	DAD	DCSS	DFO	SHT	HT
Approving financial procedures in accordance with legal and DfE requirements and best practice		A	R		C								
Ensuring that the financial procedures are implemented effectively		A ²	A		³			R ⁴			R		
Maintaining accurate, reconciled and up to date records to provide financial and statistical information		A ⁵	A								R		
Establishing and maintaining asset registers in accordance with financial procedures		A									R		
Ensuring that any disposal of assets complies with the financial procedures		A ⁶	A								R		
Maintaining a register of pecuniary and business interests of Trustees, Local Advisory Board members and staff		A & R ⁷									R ⁸		

¹ The Audit and Risk Committee will have oversight of all aspects of financial processes and controls to ensure they comply with statutory requirements, the Academies Financial Handbook and current best practice

² Delegated to Finance Committee

³ Provides assurance to the FC via internal & external audit

⁴ Delegated to DFO

⁵ Delegated to the Finance Committee

⁶ Delegated to the Finance Committee

⁷ For Members, Trustees, LAB, and independent committee members. In practice, the responsibility is delegated to the Governance & Policy Officer with the CEO and DFO retaining and overview

⁸ For staff

Financial and Operational Management	M	BoT	FC	RC	ARC	PMC	LAB	CEO	DAD	DCSS	DFO	SHT	HT
Establishing and maintaining procedures for effective audit in accordance with legal and DfE requirements	A ⁹				A						R		
Receiving reports from audit inspections and the resulting Action Plan	A ¹⁰				A						R		
Ensuring appropriate insurance arrangements in accordance with the financial procedures	A										R		
To approve the first formal budget plan each financial year in accordance with DfE timeframes		A	R ¹¹				I	C	C	C		C	C
To set individual balanced school budgets to feed into the overall budget plan, within a financial limit of individual Academy GAG minus agreed top-slice			A				I	C			R	C	C
To monitor, review, and amend as necessary, the Trust's actual financial performance throughout the year and at year end			A					C			R	C	C
Ensuring that all transfers between budget headings (virements) comply with the financial procedures			A								R		
Establishing and implementing procedures for staff and Trustees to claim expenses			A								R		
Establishing and implementing procedures for staff and Trustees to claim expenses			A								R		
Approving a lettings policy and fees							C				A & R		C
Ensuring that any writing off debts complies with the financial procedures			A								R		

⁹ Delegated to the Audit and Risk Committee

¹⁰ Delegated to the Audit and Risk Committee

¹¹ To the Board of Trustees

Financial and Operational Management	M	BoT	FC	RC	ARC	PMC	LAB	CEO	DAD	DCSS	DFO	SHT	HT
Ensuring that all procurement processes and resulting contracts and agreements conform with the financial procedures			A								R		
Authorising payments on receipt of correct invoices where goods have been received to the correct price, quantity, and quality standard											A & R		
Retaining the appropriate financial records, and storing them appropriately, to comply with legal and / or DfE requirements											A & R		
Approving applications for Business / Credit Cards								A			R		
Complying with VAT and CIT regulations			A								R		
To investigate financial irregularities (not involving the accounting officer)			A					R ¹²			R ¹³		
To investigate financial irregularities (involving the accounting officer)		A & R											
To establish and implement a Buildings Maintenance strategy		A					I				R		C
To ensure compliance with Health and Safety legislation		A					C				R		C
To set the Academy day and year								C	C	A & R ¹⁴		C	C

¹² Dependent on case

¹³ Dependent on case

¹⁴ To align with local arrangements in the various Local Authority areas

4. Governance

Governance	M	BoT	FC	RC	ARC	PMC	LAB	CEO	DAD	DCSS	DFO	SHT	HT
To appoint Vice-Chair of Trustees		A & R											
To appoint and dismiss the Clerk to the Board of Trustees and Committees including Local Advisory Boards		A & R					C ¹⁵	C					
To appoint and remove Trustees	A & R	C ¹⁶											
To appoint and remove co-opted Trustees	A	R											
To establish, approve Terms of Reference for and membership of, and monitor a committee of Trustees, including LABs		A & R					R ¹⁷						
To establish, approve Terms of Reference for and membership of, and monitor a committee of the LAB							A & R						
To review at least annually the committee structures and any delegated powers of Trustees		A & R											
Review and approve the overarching policies for the Academy, including but not limited to those set out in the DfE's guidance on statutory policies		As recorded on the Policy Tracker maintained by the Governance & Policy Officer. In general, Trust-wide policies are ratified by the Board of Trustees, school-based policies are approved by a Senior Headteacher or the DCSS (and LABs may be consulted)											
To approve and circulate the Annual Audit Report	A	R	C		C			C	C	C	R ¹⁸		

¹⁵ For LABs via the LAB Chair

¹⁶ Via the Chair

¹⁷ Through the Chair for LAB membership

¹⁸ DFO is responsible for the preparation and circulation

5. HR and Staffing

HR & Staffing	M	BoT	FC	RC	ARC	PMC	LAB	CEO	DAD	DCSS	DFO	SHT	HT
To approve the overall staffing establishment for the Academy (School Staff)		A	I				I			R ¹⁹	C	R ²⁰	R
To approve the overall staffing establishment for the Academy (Central Staff)		A	C					R		R	C	C	C
Establish and ensure accurate payroll management											A & R		
Appoint the CEO, DAD, DCSS & DFO		A & R						C ²¹					
Appoint HoS/HT		C					C ²²	A & R ²³		A & R		C	
Performance management of the CEO (including salary)		A & R ²⁴											
Performance management of DAD, DCSS & DFO		A						R					
Performance management of SHTs										A & R			
Performance management of HoS/HT								A & R				A & R	
Appoint staff who work across the Academy ²⁵								A & R		A & R	A & R		
Appoint other teaching staff							C					R ²⁶	R
Appoint other support staff							C					R ²⁷	R
Approve Terms and Conditions policy		A & R											

¹⁹ Delegated to Heads

²⁰ Delegated to Heads where they are not themselves SHTs

²¹ For senior posts other than CEO

²² Consult in all cases of appointment means that a LAB member may be invited to sit on an interview panel

²³ Delegated to DCSS or DAD if appropriate

²⁴ Delegated to the Performance Management and Remunerations Committees

²⁵ A & R depends on the post and will sit with CEO, DCSS or DFO as appropriate

²⁶ Delegated to Heads where they are not themselves SHTs

²⁷ Delegated to Heads where they are not themselves SHTs

HR & Staffing	M	BoT	FC	RC	ARC	PMC	LAB	CEO	DAD	DCSS	DFO	SHT	HT
Approve disciplinary, capability, grievance, and performance management policies		A & R											
Implement and monitor the HR policies							C ²⁸	R		R		R	C
Suspend or dismiss the CEO		A & R											
Suspend or dismiss the DAD, DCSS or DFO		A, R & C ²⁹						R & C ³⁰					
Suspend or dismiss the Head		A					C	C		R / C ³¹		R ³²	
Suspend staff (besides the above)							C	C		R ³³		R ³⁴	C
Dismiss staff (besides the above) ³⁵							C	A & R		R ³⁶	R	R ³⁷	
Approve any leaving payments (redundancy, dismissal, early retirement) in accordance with Academy policy		A	R				C						

²⁸ Consult here and in relation to dismissals or suspensions means that LAB members may sit on panels such as contract reviews, disciplinaries. Training will be offered to LAB members (and Trustees and senior staff members) who undertake this role.

²⁹ Accountable for all, Responsible for dismissals and Consulted (via the Chair) on suspensions.

³⁰ Responsible for suspensions (in consultation with the Chair of Trustees) and Consulted on dismissals.

³¹ Responsible for SHTs and consulted for HoS/HTs

³² For HoS/HTs

³³ Delegated to the Head where appropriate

³⁴ Delegated to SHT or Head where appropriate

³⁵ Depends on the post

³⁶ Delegated to SHT or Head where appropriate

³⁷ Delegated to Head where appropriate

6. Student Development

Student Development	M	BoT	FC	RC	ARC	PMC	LAB	CEO	DAD	DCSS	DFO	SHT	HT
To exclude a pupil (fixed term)							I					R ³⁸	C
To exclude a pupil (permanently)							I					R ³⁹	C
To consult on and determine an admissions policy		A					C	C		R		R	R
To determine who will be offered a place in accordance with the admissions policy		A					C			C		C	R
To ensure that there is a daily act of collective worship		A								C		C	R
To ensure that the curriculum complies with the legal and Funding Agreement requirements		A								R ⁴⁰		R ⁴¹	
To ensure the provision of free school meals to eligible pupils										R		R	R
To approve the curriculum							C			A ⁴²		A	

³⁸ Delegated to Heads where they are not themselves the designated HT, but would be consulted

³⁹ Delegated to Heads where they are not themselves the designated HT, but would be consulted

⁴⁰ Delegated to the Head where appropriate

⁴¹ Delegated to the Head where appropriate

⁴² Delegated to the Head where appropriate

7. Members

Member	Additional roles
Hardip Begol	Chair of the Members
Barry Nolan	Chair of the Board of Trustees Trustee portfolio: CEO liaison; LAB liaison Member of the Finance Committee, Chair of the Performance Management Committee, and member of the Alexandra School LAB
Mark Lemon	Chair of the Audit and Risk Committee
Judith Hemery	Member of the Performance Management Committee and the Grangewood School LAB
Pamela Stentiford	

8. Board of Trustees

Trustee Name	Responsibility	Cabinet & key staff link(s)
Barry Nolan	Board Chair Portfolios: CEO Liaison; Local Advisory Board liaison; Free School Project Committees: Performance Management (Ch), Finance, LAB Liaison (Ch), Alexandra School LAB	Susan Douglas John Ayres Keith Holroyd
Jamie Clarke	Board Deputy Chair Portfolio: Finance Committees: Finance (Ch), Remunerations ⁴³	Sudhi Pathak Keith Holroyd
Angela St. John	Portfolio: Asset management, ICT & GDPR Committee: Pentland Field School LAB	Sudhi Pathak Sumit Parmar
Brian Eaton	Portfolio: Marketing & Communications Committees: Finance, Remunerations, James Rennie School LAB	Catherine Roper
Helen Milner	Portfolio: Schools and performance (north) Committee: Hexham Priory School LAB (Ch)	Kris Williams Paul Van Walwyk Liz Davison
Karen Deacon	Committee: Performance management	

⁴³ Invited when financial decisions are required to advise on affordability as Chair of the Finance Committee
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Trustee Name	Responsibility	Cabinet & key staff link(s)
Mary Canavan	Portfolio: HR Committees: Remunerations (Ch), Moorcroft School LAB (Ch)	Suan Douglas Sudhi Pathak Keith Holroyd Andrew Sanders
Mariangela Ladu	Portfolio: Safeguarding Committee: Finance	Andrew Sanders
Victoria Collis	Portfolio: Schools and performance (south) Committee: Remunerations	Andrew Sanders Paul Van Walwyk
<i>Also attending in ex-officio, non-voting capacity to provide advice and participate in discussions</i>		
Susan Douglas	CEO & Accounting Officer	
<i>Also attending to provide advice and clerking</i>		
Keith Holroyd	Governance & Policy Officer	

9. Committees

Finance Committee	
Jamie Clarke (Ch)	Barry Nolan
Brian Eaton	Mari Ladu
Rashmi Patel (Pentland Field LAB)	Rebecca Murphy (Grangewood LAB)
Rod Jones (Hexham Priory LAB)	
<i>Also attending to provide advice and participate in discussions in ex-officio, non-voting capacity</i>	
Susan Douglas (as CEO & Accounting Officer)	Sudhi Pathak (as DFO & Chief Financial Officer)
<i>Also attending to provide advice and clerking</i>	
Keith Holroyd	Governance & Policy Officer

Audit and Risk Committee	
Mark Lemon (Ch)	Martin Hand (independent member)
Gill Kennedy (Hexham Priory LAB)	
<i>Also attending in ex-officio, non-voting capacity to provide advice and participate in discussions</i>	
Sudhi Pathak (as DFO & Chief Financial Officer)	
<i>Also attending to provide advice and clerking</i>	
Keith Holroyd	Governance & Policy Officer

Remunerations Committee	
Mary Canavan (Ch)	Brian Eaton
Victoria Collis	Susan Douglas ⁴⁴
Jamie Clarke ⁴⁵	
<i>Also attending to provide advice and clerking</i>	
Keith Holroyd	Governance & Policy Officer

Performance Management Committee	
Barry Nolan (Ch)	Judith Hemery
Karen Deacon	Susan Douglas ⁴⁶

10. Cabinet

Name	Title
Susan Douglas	Chief Executive Office and Trustee
John Ayres OBE	Director for Academy Development
Paul Van Walwyk	Director for Central Services and Schools
Sudhi Pathak	Director for Finance and Operations
Andrew Sanders	Senior Headteacher
Kris Williams	Senior Headteacher
Perdy Buchanan-Barrow	Senior Headteacher

11. Heads

School	Head	Designation	Executive Head (where appropriate)
Alexandra	Perdy Buchanan-Barrow	Senior Headteacher	n/a
Grangewood	Liz Edwards	Headteacher	n/a
Hexham Priory	Liz Davison	Headteacher	n/a
James Rennie	Kris Williams	Senior Headteacher	n/a
Moorcroft	Andrew Sanders	Senior Headteacher	n/a
Pentland Field	Ivan Talbott	Head of School	Perdy Buchanan-Barrow
<i>RNIB Sunshine House School</i>	<i>Mark Fuell</i>	<i>Head of School</i>	<i>Andrew Sanders</i>

⁴⁴ For items not related to the CEO's performance and/or remuneration

⁴⁵ Invited when financial decisions are required to advise on affordability as Chair of the Finance Committee

⁴⁶ For consideration of the cabinet members' performance management

12. Local Advisory Board Chairs

School	Chair	School	Chair
Alexandra	Susan Stalley	Grangewood	Claire Stibbon
Hexham Priory	Helen Milner	James Rennie	Michael Manley
Moorcroft	Mary Canavan	Pentland Field	Christian Rule
<i>Jane Inglese chairs the Sunshine House School Governing Body and attends LAB Liaison meetings</i>			