



Scheme of Delegation

** In this document:*

- *the term 'WCAT' refers to Wakefield City Academies Trust*
 - *the term 'LGB' refers to Local Governing Body or Joint Local Governing Body*
 - *the term 'Headteacher' includes Principal and Co-Headteacher*
 - *the term 'Deputy Head' includes Vice-Principal*
 - *the term 'Business Manager' includes Finance Manager and Office Manager*
 - *the term 'Pupil' includes Student*
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Introduction

Vision Statement

The WCAT vision is set out in the Strategy Plan.

The Strategy Plan provides a vision of an organisation that places people at its heart whilst working in a financially prudent way that will ensure sustainability and provide a platform for growth.

Vision **“with effort everything is possible”**

LGBs are asked to communicate the vision and the direction of the Trust to its employees, customers and stakeholders, get their commitment to the values and objectives of the Trust and to remove obstacles to our vision.

Strategic Intent

Our strategic intent which is detailed in the Strategy Plan is simple to articulate.

WCAT seeks to:

1. Develop and improve pupil outcomes;
2. Significantly grow the numbers of our pupil population in our current academies over a three-year period;
3. Add value and contribute to the local environments where our academies are located;
4. Be an employer of choice;
5. Consolidate in terms of the number of academies within the Trust but develop new services for schools and organisations who desire to convert to academies in future; and
6. Be a financially stable entity.

Our Ethos

WCAT:

- is renowned for its moral purpose and belief that all can succeed, whatever their circumstances or background, when given a positive climate of support, encouragement and confidence building, backed by high quality teaching and learning
- is committed to **“achieving excellence through genuine constructive partnership”**
- is committed to supporting the development of children, young adults and staff
- will aim to achieve and maintain high level success through nurturing in all our people

WCAT's Underpinning Principles

WCAT believes that all young people, regardless of their background or ability, can achieve high standards and prosper in outstanding education establishments to deliver outstanding education.

- WCAT academies refuse to place limitations on any pupil's performance and, as a consequence, pupils become increasingly ambitious and self-motivated learners
- All WCAT academies are expected to work in partnership and be supportive of each other
- WCAT has at the heart of its aims as a multi academy Trust a recognition that exceptional academies are built upon the key foundations of:
 - excellent leadership and high standards of professional effectiveness
 - a relentless focus on improvement
 - very high standards of behaviour
 - a constant focus on teaching, learning and innovation
 - risk taking and succession planning
 - working hard
- WCAT's Core Business, Finance and Governance services have been designed to support the leadership and management of our academies, and are critically important in supporting our aim that every pupil is successful in maximising their true potential
- WCAT believe that local children should attend local schools and, as a Multi Academy Trust, we are not selective and follow Local Authority admissions criteria, and existing catchment areas

WCAT is renowned as an employer of excellence. Providing outstanding professional development and training combined with an extensive range of career development opportunities, every colleague feels valued and appreciated

WCAT – Scheme of Delegation

The underlying principles for the Scheme of Delegation are:

1. WCAT is a registered charity and company limited by guarantee, and it remains true to its own ethos, aims and objectives.
2. WCAT is governed by a Board of Directors who are responsible for, and oversee, the management and administration of the organisation and its academies.
3. The Board Directors are accountable to external government agencies including the Charity Commission, Education Funding Agency and the Department for Education for the quality of education provided, and ensure that all statutory obligations are met.
4. In order to discharge these responsibilities, the Board Directors appoint people who have the right skills to serve on LGBs which are established to ensure the effective governance of the individual academies. The LGBs are at all times subject to any directions the Board Directors

may give. **The terms of this delegation may be altered, suspended or withdrawn by the Directors at any time.**

5. This Scheme of Delegation explain the ways in which the Board Directors fulfil their responsibilities for the leadership and management of the academies, the respective roles and responsibilities of Board Directors and members of LGBs and the commitment to ensure the success of each academy.
6. WCAT believes that representatives of each academy LGB are best able to service the needs of their academy and their local community. On occasions, a single LGB may be delegated responsibility for more than one academy.
7. This Scheme of Delegation has been put in place by the Directors in accordance with WCAT's Articles of Association.
8. The WCAT Strategy Plan sets out the intent of the Trust as a whole including governance through the Board, its committees and LGBs. The plan is owned at all levels of the organisation. The Strategy Plan can be accessed on the Trust website at: <http://www.wcatrust.org/key-documentation/>

Overall Level of Governance Authority

The WCAT Board is the strategic decision maker, sets the vision for the Trust as a whole and is responsible for agreeing levels of delegation to LGBs. The Scheme of Delegation is applicable to all academies within the WCAT at the discretion of the WCAT Board.

The WCAT Strategy Plan sets out the intent which is delivered collaboratively at all levels. LGBs have ownership of the plan and have regard to this when making decisions on behalf of the academy.

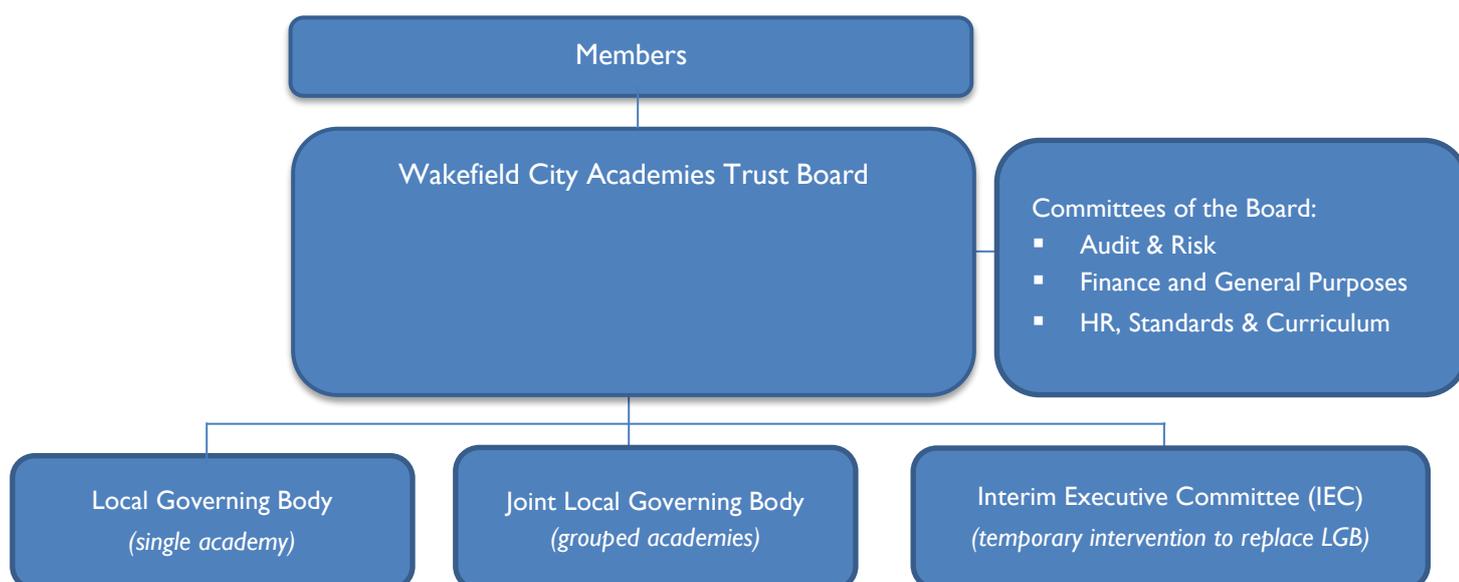
Essential Features of WCAT Governance

There is an expectation that Governance at all levels is:

- supportive of the delivery of the WCAT Strategy Plan
- outward facing rather than internally preoccupied
- encouraging of equality and diversity
- consistent in displaying strategic leadership over and above administrative detail
- collaborative in decision making
- proactive rather than reactive



WCAT – Governance Structure



Members' Powers & Responsibilities

Members have ultimate control of the Trust because they can appoint and remove Directors and they can change the constitution. They are the subscribers to the Trust's Memorandum of Association which is available in the website at: <http://www.wcatrust.org/key-documentation>.

Members can amend the articles through a legal process. Whilst Members can also be Directors, it is good practice to retain some distinction between the two layers to ensure that there is independence, oversight and challenge. The WCAT is seeking to increase the number of Members from 3 (the legal minimum) to 5 by the end of 2017-2018.

Members must not be employees of the Trust.

Directors' Powers & Responsibilities

- The WCAT Board, its powers and administration of meetings and affairs is established in the Articles of Association.
- The Directors have overall responsibility and ultimate decision making authority for all work of WCAT including the establishing and running of academies.
- The Directors have the power to direct change where required.
- Directors will have regard to the interests of all academies for which WCAT is responsible in deciding and implementing any policy or exercising authority in respect of any one academy.
- The constitution, membership and proceedings of each Local Governing Body or Joint Local Governing Body (LGB) are determined by the Directors and as stated in this document.
- The WCAT Board has the authority to remove delegated powers from an academy LGB and will exercise that authority where required.

Committees of the Board Powers & Responsibilities

The WCAT Board has established the following committees as advisory bodies:

Finance and General Purposes Committee

Its purpose is to assist the WCAT Board by enabling more detailed consideration to be given to the best means of fulfilling the Board's responsibility to ensure sound management of the Trust's finances and resources, including proper planning, monitoring and probity.

HR, Standards and Curriculum Committee; and

Its purpose is to assist the WCAT Board by enabling detailed consideration of educational standards, HR functions including pay and conditions, training and development and personnel matters.

Audit and Risk Committee:

Its purpose is to assist the WCAT Board in fulfilling its oversight responsibilities for internal controls and for maintaining an appropriate relationship with the Trust's external auditors.

Each committee has agreed terms of reference.

Local Governing Body Powers & Responsibilities

The LGB's overall purpose is to:

- support the WCAT Board in delivering the Strategy Plan at a local level
- ensure clarity of the vision, ethos and strategic direction of the academy, which aligns with the Strategy Plan
- hold Headteachers and senior leaders to account for the educational performance of the academy and its pupils and the performance management of staff
- oversee the financial performance of the academy and making sure delegated money is well spent against the identified priorities and within the agreed budget
- actively embrace community, parental and staff engagement to raise the profile of the academy(ies) within the locality and beyond, encourage growth of the pupil population and support in staff recruitment and retention – making WCAT the employer of choice.

LGB Ethos and Values

- The LGB shall be responsible for ensuring that the Academy is conducted in accordance with the Trust's ethos/mission/vision and values.
- The determination of each academy's ethos and mission statement shall be the responsibility of the Directors. Locally developed statements must not contradict those of the WCAT.
- At all times, the LGBs shall ensure that the academy is conducted in accordance with the objectives of WCAT and any agreement entered into with the Secretary of State for the funding of the Academy.

Communication between the WCAT Board and the LGB

- The WCAT Board meets regularly and as often as required. The public facing minutes of meetings of the WCAT Board will be published on the website.
- The Strategy Plan is available on the WCAT website and the Chair will provide updates to LGBs, in writing or verbally, as the plan is delivered over the three year period.
- Meetings will take place with the Chair of the WCAT Board and the Chairs of each LGB as deemed necessary. This provides an opportunity for information sharing between the Board of Directors and academy LGBs and to have issues raised which may have implications across WCAT's academies.
- Individual academy matters which require debate or bringing to the attention of the WCAT Board will be referred to the Board by the WCAT's Governance and Compliance Officer. It is the responsibility of the Headteacher/LGB to raise matters with the Governance and Compliance Officer.

Models of Local Governance

Local Governing Body (single academy)

Category	Number	How they are appointed/elected
Headteacher of academy	1	Automatic
Governor	4-9	Appointed by the WCAT Board
Parent Governor	2	Parent election - to be organised by the relevant academy.
Total	7-12	

Local Governing Body (grouped academies)

Category	Number	How they are appointed/elected
Headteacher of each academy	1 per academy	Automatic
Governor	At least 3	Appointed by the WCAT Board
Parent Governor	1 per academy	Parent election - to be organised by each relevant academy.
Total	At least 7	

Membership of the LGB

- The number of Governors who sit on each LGB shall not be less than 7. The LGB of a single academy must not exceed 12.
- The Headteacher/Principal has an automatic right to be a member of the LGB.
- Parent Governors are elected in accordance with the procedures set out below.
- The LGB will elect a Chair and Vice-Chair from amongst its members (unless directed otherwise by the WCAT).
- The WCAT Board will appoint Governors based on the skills required to contribute to the effective governance and success of the academy. LGBs may wish to recommend Governors to the WCAT Board for appointment outlining the skills and experience that the persons may bring to the role.
- WCAT is supportive of staff representation on LGBs. It has not reserved places specifically for teaching/support staff, which allows flexibility in constituting the LGB to suit the needs of the academy. Members of teaching and support staff at the academy may seek to serve on the LGB in the “Governor” category based on the skills and expertise they can bring to the role.
- The Directors (all or any of them) shall also be entitled to serve on the LGB and to attend any meetings of the LGB.
- Any Director attending a meeting of the LGB shall count towards the quorum for the purposes of the meeting and shall be entitled to vote on any resolution being considered by the LGB.
- The total number of persons employed by WCAT to work at the academy(ies) (including the Headteacher/Principal) serving on the LGB should not exceed one third of the total membership the LGB.

Election of Parent Governors

- Parent Governors shall be elected by parents of registered pupils at the academy.
- He or she must be a parent of a pupil at the academy at the time when he or she is elected. There is no requirement for a Parent Governor to stand down if, during their term of office, their child should leave the academy.
- The LGB shall make all necessary arrangements for, and determine all other matters relating to, an election of Parent Governor of the LGB, including any question of whether a person is a parent of a registered pupil at the academy.
- Should more nominations be received than places available, the LGB will make all necessary arrangements for a ballot to take place.
- Should a ballot be required, all parents of registered pupils at the academy will be eligible to vote. They should receive a ballot form for completion and return to the academy by a specified closing date. Votes will be counted by the academy and results notified to the candidates. Details of the successful candidate will be notified to all parents of the academy at the earliest opportunity.
- Where a vacancy for a Parent Governor arises, the LGB shall take such steps as are reasonably practical to ensure that every person known to them to be a parent of a registered pupil at the

academy is informed of the vacancy and given opportunity to nominate themselves, subject to eligibility.

- Where no nominations for Parent Governor are received by the closing date, the LGB may recommend to the WCAT Board any person for appointment to that vacancy who is the parent of a registered pupil(s) at the academy; or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.

Term of Office

- The term of office for any person serving on the LGB shall be four years, with the exception of the Headteacher who will serve until any such time that he/she leaves the academy.
- Governors may serve for more than one term of office, subject to eligibility.
- The WCAT Board may suspend or remove any person from membership of the LGB at any time without any need to give reason.
- Where an employee of WCAT is appointed to any LGB that appointment shall be suspended in the event of, and for the duration of, any suspension from work of that employee (including during any period of absence from work however that may arise). No employee is appointed to any LGB as a condition (or entitlement) under their contract of employment and they (and any other member of an LGB) may be removed from an LGB at any time by the Board.

Resignation

- A member of the LGB may resign their office by notice, in writing, to the LGB or WCAT Governance and Compliance Officer.
- A member of the LGB employed by WCAT who ceases to be so employed, shall cease to serve on the LGB automatically on termination of his/her employment.

(For guidance on disqualification and removal - please refer to the LGB Code of Conduct)

Chair and Vice-Chair

Election

At their first meeting in the academic year, the LGB shall elect a Chair and a Vice-Chair from amongst their number to serve until the first meeting of the following academic year. Persons who are employed by WCAT to work at that academy will not be eligible to be appointed as Chair or Vice-Chair.

- The Clerk to the LGB will act as chair during the first part of the meeting until a Chair is appointed.
- The Chair or Vice-Chair may at any time resign his office by giving notice in writing to the LGB. The Chair or Vice-Chair shall cease to hold office if:
 - he/she ceases to serve on the LGB;
 - he/she is employed by WCAT to work at that academy;
 - he/she is removed from office in accordance with this Code of Conduct;

- Where a vacancy arises in the office of Chair or Vice-Chair, the LGB must elect one of their number to fill that vacancy.
- Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice-Chair shall act as the Chair for the purposes of the meeting.
- Where the Chair and Vice-Chair is absent from the meeting, the LGB shall elect one of their number to act as a Chair for the purposes of that meeting. The person elected shall not be a person who is employed by WCAT at the Academy.
- An election of the Chair or Vice-Chair which is contested shall be held by secret ballot.

Removal

- The Chair or Vice-Chair may be removed from office by the WCAT Board at any time.
- Should a Governor(s) wish to propose removal of the Chair or Vice-Chair they should notify the Governance and Compliance Officer stating their reasons for the proposal.
- The LGB may, by resolution, remove the Chair or Vice-Chair from office. A special meeting of the LGB will be called for this specific purpose. Before a resolution is passed by the LGB, the person or persons proposing removal shall at that meeting state their reasons for doing so and the Chair or Vice-Chair shall be given an opportunity to make a statement in response.
- A resolution to remove the Chair or Vice-Chair from office which is passed at a meeting of the LGB shall not have effect unless:
 - it is confirmed by a resolution passed at a second meeting of the LGB held not less than fourteen days after the first meeting; and
 - the matter of the Chair or Vice-Chair removal from office is specific as an item of business on the agenda for each of those meetings.

Intervention

Removal of Delegated Powers from a LGB

- Upon removal of delegated powers from an academy LGB, the WCAT Board will establish in place of the academy LGB an Interim Executive Committee (IEC). The former academy LGB shall cease to exist with immediate effect.
- The number of members of the IEC shall not be less than 5 and may include Board Directors, Strategic Officers from within Wakefield City Academies Trust, Senior Leaders from within WCAT's portfolio of converted academies. Where deemed appropriate by the WCAT, other persons may be appointed to the IEC to support transition to a replacement LGB.
- The Governance and Compliance Officer will inform all members of the existing academy LGB, in writing, of its decision to remove delegated powers and cease the LGB.
- There will be no right to challenge the decision of the WCAT Board as this decision is final.
- The decision of the WCAT Board will be implemented with immediate effect and no further meetings of the LGB will be held.

- The IEC will seek to address current inadequacies whilst working towards the establishment of an outstanding and highly effective academy LGB, delivering outcomes and challenge, setting high standards which give young people access to opportunities through outstanding teaching, inspirational leadership and governance.

The reinstatement of Delegated Powers to the LGB can only be sanctioned by the WCAT Board of Directors.

IEC – Implementation Timescale

- The decision to remove delegated powers from an academy LGB is taken by the WCAT Board.
- The LGB (including the Headteacher) will be informed in writing by the Governance and Compliance Officer of the WCAT Board’s decision.
- The Chair of the IEC to facilitate the first meeting of the IEC **within 15 working days** of the WCAT Board’s decision.
- Appointed Chair of the IEC to arrange communication of the decision of the WCAT Board to all academy stakeholders as soon as reasonably practicable.

Interim Executive Committee – IEC

Category	Number	How they are appointed/elected
Headteacher of academy(ies)	1 per academy	WCAT Board appointment
IEC Member	At least 4	WCAT Board appointment
Total	At least 5	

Membership of the IEC

- The number of persons who sit on each Interim Executive Committee - IEC shall not be less than 5 (unless directed otherwise by the WCAT).
- The IEC will elect a Chair and Vice-Chair from amongst its members (unless directed otherwise by the WCAT).
- The IEC may seek approval of the WCAT Board, via the Governance and Compliance Officer to appoint other persons to the IEC based on skills to support transition to a LGB.
- The Directors (all or any of them) shall also be entitled to serve on the IEC, attend any meetings of the IEC and have a vote in proceedings at the meeting.

Proceedings at Meetings of the LGB

Schedule of Meetings

- The LGB shall meet at least six times in every school year, half-termly.
- Meetings of the LGB shall be convened by the Clerk to the LGB under the direction of the Chair.

Agenda and Supporting Documentation

- Each member of the LGB shall be given the agenda and supporting documents seven clear days before the date of a meeting
 - The Chair or, in his absence or where there is a vacancy in the office of Chair, the Vice-Chair, may agree a shorter notice period for the receipt of documents.
- The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received notice of the meeting or a copy of the agenda.
- The LGB shall ensure that a copy of:
 - the agenda for every meeting of the LGB;
 - the approved minutes of every such meeting; and
 - any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available at the academy to persons wishing to inspect them.
- There may be excluded from any item required to be made available any material relating to:
 - a named teacher or other person employed, or proposed to be employed at the academy;
 - a named pupil/student at, or a candidate for admission to, the academy; and
 - any matter which, by reason of its nature, the LGB is satisfied should remain confidential.

Quorum

- The quorum for a meeting of the LGB, and any vote on any matter at the meeting, shall be any three of the members of the LGB, or, where greater, any one third (rounded up to a whole number) of the total number of persons holding office on the LGB at the date of the meeting excluding vacancies.
- A meeting of the LGB may be terminated if it is inquorate and a further meeting shall be convened as soon as reasonably practicable. The LGB may continue the inquorate meeting for the purpose of discussion and exchange of information, however it shall not pass any resolutions. It may make recommendations to the next quorate meeting of the LGB.

Decision Making

- Every question to be decided at a meeting of the LGB shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the LGB shall have one vote.
- A resolution to rescind or vary a resolution carried at a previous meeting of the LGB shall not be proposed at a meeting of the LGB unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.
- Where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote he/she may have.

Telephone/Video Conference

- Any member of the LGB shall be able to participate in meetings of the LGB by telephone or video conference provided that:
 - He/she has given notice of his intention to do so detailing the telephone number on which he can be reached and/or appropriate details of the video conference suite from which he shall be taking part at the time of the meeting at least 48 hours before the meeting; and
 - the LGB has access to the appropriate equipment if after all reasonable efforts it does not prove possible for the person to participate by telephone or video conference the meeting may still proceed with its business provided it is otherwise quorate.

Delegated Levels of Authority

LGB Operational Matters

Delegated Duty	Accountability	Delegated Authority	Comment
WCAT Strategy Plan	WCAT	LGB	The LGB will take ownership of the WCAT Strategy Plan and support in delivering the key aims
WCAT Board Policies	WCAT	LGB	The LGB will adopt and comply with all policies of the WCAT Board communicated to the LGB. WCAT will honour the converting school's policies for a period of 12 months from the date of conversion as agreed under the TUPE process.
Code of Conduct	WCAT	LGB	All members of the LGB have a duty to act independently in accordance with the WCAT Code of Conduct and not as agents of those who may have appointed them. LGB members will at all times adhere to the Nolan Principles of Public Life and act with: <ul style="list-style-type: none"> ▪ selflessness ▪ integrity ▪ objectivity ▪ accountability ▪ openness ▪ honesty ▪ leadership. <p>LGB members will act in the best interest of WCAT and the Academy.</p> <p>LGB members shall be open about decisions, being prepared to justify those decisions</p>
Policies and Practices	WCAT	LGB	The LGB will review its policies and practices on a regular basis in order to ensure that the Governance of the Academy is best able to adapt to the change environment, political and local.
Data and Information	WCAT	LGB	The LGB shall provide data and information regarding the business of the Academy and the pupils attending the Academy as the WCAT Board requires.
Inspections	WCAT	LGB	The LGB shall submit to any inspections by the WCAT Board, Ofsted or any other approved bodies.
WCAT Advice or Recommendations	WCAT	LGB	The LGB shall work closely with and shall promptly implement any advice or recommendations made by the WCAT Board.

Structures to Support Education

Delegated Duty	Delegated Authority	Comment
Curriculum Provision	Full Delegation	The Headteacher will be responsible for setting and reviewing of the curriculum provision in line with statutory requirements.
Examination/Test entries	Full Delegation	The Headteacher will be responsible for organising and submitting examination/test entries (including at KS4 qualifications, boards, tiers of entry and sittings).
Staffing Structure	Full Delegation	The Headteacher will be responsible for the setting and review of the staffing structure.
Tracking and Monitoring Systems/ Target Setting	Full Delegation	The Headteacher will be responsible for implementing effective data tracking and monitoring systems which enable accurate target setting.
Professional Learning Programmes	Full Delegation	The Headteacher will be responsible for organising, delivering and quality assuring professional learning programmes.
Assessment Procedures	Full Delegation	The Headteacher will be responsible for all assessment procedures, ensuring they are compatible with DFE and WCAT expected standards.
Behaviour and Rewards	Full Delegation	The Headteacher will be responsible for the formulation, implementation and annual review of the behaviour and rewards policies.
Quality Assurance of Teaching and Learning	Full Delegation	The Headteacher will be responsible for the quality assurance of teaching and learning and providing support and guidance for those teachers who fail to secure good or outstanding judgements.

Human Resources (HR)

RECRUITMENT	
All appointment panels must include one person who has successfully completed Safer Recruitment Training	
Chief Executive Officer	Panel of 3: Representatives of WCAT Board
Chief Operating Officer	Panel of 3: Representatives of WCAT Board and Chief Executive Officer
Regional Director of Education	Panel of 3: Representatives of WCAT Board and Chief Executive Officer
Headteacher	Panel of 3: Chief Executive Officer, 2 Representatives of WCAT Board Representatives and Chief Operating Officer (advisory capacity)
Core Team posts	Panel of 3: Dependent on the seniority of the position, the composition of the panel would be determined by the Chief Executive Officer, Chief Operating Officer and Regional Directors of Education
Deputy Headteacher	Panel of 3: Representative of WCAT Board, Headteacher and Chair or Vice-Chair of LGB
SLT, Head of Department/Faculty, Senior Support Support Staff	Panel of 3: Headteacher, Regional Director of Education (or nominated representative) and Chair or Vice-Chair of LGB
TLR Posts	Panel of 1: Headteacher (or nominated representative)
All other Teaching posts	Panel of 1: Headteacher (or nominated representative)
All Support Staff posts (other than SLT posts)	Panel of 1: Headteacher (or nominated representative)

Please note that appointment panels may include additional members over and above the minimum required. For example, it would be usual practice for the Chair or Vice-Chair of the LGB to be included in the Headteacher Appointment Panel.

DISCIPLINARY CASES AND DISMISSALS			
<ul style="list-style-type: none"> ▪ Disciplinary ▪ Capability (professional competence) ▪ Ill Health Capability 		<ul style="list-style-type: none"> ▪ Redundancy ▪ Some other substantial situation 	
Posts	Accountability	Delegated Authority	Appeal
Chief Executive Officer	WCAT	The composition of panels for the first hearing will be determined by the relevant policy, which can be obtained from the WCAT HR Manager.	The composition of panels for the appeal will be determined by the relevant policy, which can be obtained from the WCAT HR Manager.
Chief Operating Officer	WCAT		
Regional Directors of Education	WCAT		
Headteacher	WCAT		
Core Team posts	WCAT		
Deputy Head and SLT Members	WCAT		
All other academy Posts	WCAT		
GRIEVANCE			
Chief Executive Officer	WCAT	The composition of panels for the first hearing will be determined by the relevant policy, which can be obtained from the WCAT HR Manager.	The composition of panels for the appeal will be determined by the relevant policy, which can be obtained from the WCAT HR Manager.
Chief Operating Officer	WCAT		
Regional Directors of Education	WCAT		
Headteacher	WCAT		
Core Team posts	WCAT		
Deputy Head and SLT Members	WCAT		
All other academy Posts	WCAT		

OTHER HR FUNCTIONS		
Settlement Agreements	Accountability	Delegated Authority
Settlement agreements (any value)	WCAT	Chief Finance Officer, Chair of WCAT Board via Finance and General Purposes Committee
Signature of Letter of Appointment	Accountability	Delegated Authority
Chief Executive Officer	WCAT	Chair of WCAT Board
Chief Operating Officer	WCAT	Chief Executive Officer
Regional Directors of Education	WCAT	Chief Executive Officer
Headteacher	WCAT	Chief Executive Officer
Core Team posts	WCAT	Chief Operating Officer
All other Academy Posts	WCAT	Headteacher
Teachers Pay - Threshold/UPS	WCAT	Headteacher, Regional Directors of Education to advise
Acting Up Payments/ Additional Payments	Accountability	Delegated Authority
Chief Executive Officer	WCAT	WCAT Board via HR, Standards and Curriculum Committee
Chief Operating Officer	WCAT	WCAT Board via HR, Standards and Curriculum Committee
Regional Directors of Education	WCAT	WCAT Board via HR, Standards and Curriculum Committee
Headteacher	WCAT	WCAT Board via HR, Standards and Curriculum Committee
Deputy Head	WCAT	WCAT Board via HR, Standards and Curriculum Committee
All other Academy staff	WCAT	WCAT Board via HR, Standards and Curriculum Committee
Core Team posts	WCAT	WCAT Board via HR, Standards and Curriculum Committee
NLE	WCAT	WCAT Board via HR, Standards and Curriculum Committee
External work other than NLE	WCAT	WCAT Board via HR, Standards and Curriculum Committee
Performance Management	Accountability	Delegated Authority
Chief Executive Officer	WCAT	Chair of WCAT Board plus 2 other Representatives of WCAT Board
Chief Operating Officer	WCAT	Chair of WCAT Board, Chief Executive Officer plus 1 other Representative of WCAT Board
Regional Directors of Education	WCAT	Chair of WCAT Board, Chief Executive Officer plus 1 other WCAT Board member
Headteacher	WCAT	Regional Director of Education and Chair or Vice-Chair of LGB
Core Team posts	WCAT	Chief Executive Officer - plus, dependent on the seniority of the position, a panel determined by the Chief Executive Officer, Chief Operating Officer and Regional Directors of Education
Deputy Head	WCAT	Regional Director of Education and Headteacher
All other academy Posts	WCAT	In accordance with the list of agreed Reviewers approved by the Headteacher

OTHER HR FUNCTIONS		
Function	Accountability	Delegated Authority
Restructuring, TLR	WCAT	WCAT Board via HR, Standards and Curriculum Committee, Regional Director of Education and Chief Operating Officer
Re-grading/Re-designation	WCAT	WCAT Board: HR, Standards and Curriculum Committee, Regional Director of Education and Chief Operating Officer
Creation of permanent new posts	WCAT	Chief Operating Officer and Chief Finance Officer with Regional Director of Education
Revisions to Pay and Conditions	WCAT	Chief Operating Officer and Chief Finance Officer
Decision to make Redundancies	WCAT	WCAT Board and Chief Operating Officer
Determination of Chief Executive Officer pay range	WCAT	WCAT Board via HR, Standards and Curriculum Committee
Determination of Headteacher/and Deputy Head pay range	WCAT	WCAT Board via HR, Standards and Curriculum Committee

Any other delegated Authority not described would need to be referred to the Chief Executive Officer/WCAT Board for a decision

Premises

Delegated Duty	Accountability	Delegated Authority	Comment
Land and Buildings	EFA	WCAT	The land and buildings of each Academy are held and owned by WCAT. Any legal interest in the land and buildings to be granted or varied are reserved to the Directors on behalf of WCAT.
Informal Lettings	WCAT	WCAT Board via Finance and General Purposes Committee	Informal letting and use of the land and buildings may be granted by the LGB provided that no legal interest is granted and that the WCAT Lettings Policy is followed.
Disposals or Acquisitions of Land	EFA	WCAT	The responsibility for any disposals or acquisitions of land to be used by the Academy will be that of the Directors.
Land and Building Insurance	EFA	WCAT	Insuring the land and buildings used by the Academy will be the responsibility of the Directors. *
Maintenance of the Building and Facilities	WCAT	WCAT	The maintenance of the buildings and facilities used in respect of the Academy is the responsibility of the Trust, who shall have regard at all times to the safety of the users of the buildings and the facilities.
10 Year Strategic Estate Development Plan	WCAT	WCAT	<p>The LGB shall, in conjunction with the Chief Operating Officer and WCAT appointed Working Partners, develop a 10 Year Strategic Estate Development Plan that will identify the suitability of the building stock and facilities in terms of the long term requirements of the curriculum and the need for and availability of capital investment to meet the LGB responsibility to ensure the buildings and facilities are maintained to a high standard.</p> <p>All Strategic Estate Development Plans require approval by the WCAT Board prior to implementation.</p>

*** It shall be noted that the use of land and buildings may be subject to legal restrictions on the legal title or in any lease to WCAT. The LGB shall consult the Chief Operating Officer, who in turn will raise with the WCAT Board, on any aspect of the land and buildings that may require consent from a third party, including proposed building works, proposed leases or sharing occupation.**

Extended Schools & Business Activities

Delegated Duty	Accountability	Delegated Authority	Comment
Extended Schools	WCAT	WCAT	<p>Any activities which would be described as part of the Academy's "Extended Schools Agenda" or any activities designed to generate business income is the responsibility of the WCAT. This shall be only undertaken in a manner consistent with any policy set by the WCAT Board.</p> <p>The LGB must have regard to the viability of such activities, the impact on the Academy's activities and any financial implications such as the threat of taxation in light of WCAT's charitable objectives and any threat to funding provided by the Secretary of State.</p>
Proposed Activities	WCAT	WCAT	Any proposed activity which may or shall result in establishing a separate trading company shall be reserved to the WCAT Board.

Regulatory Matters

Delegated Duty	Accountability	Delegated Authority	Comment
Regulatory and Legal Matters	EFA	WCAT	The responsibility for the satisfaction and observance of all regulatory and legal matters shall be that of the WCAT Board but the LGB shall do all things as the Directors may specify as being necessary to ensure that WCAT is meeting its legal obligations.

Conflicts

Delegated Duty	Accountability	Delegated Authority	Comment
Event of any Conflict	WCAT	WCAT	In the event of any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

Finance – Overall Level of Finance Authority

An academy will retain full financial authority (RAG rated green) unless a trigger point is reached. Once a trigger point is reached the academy will either move into the category of Partial Authority (RAG rated amber) or Authority Removed (RAG rated red). The categorisation is explained below:

Delegated Levels of Authority – Finance

Delegated Duty	Accountability	Delegated Authority	Comment
Academy Budget Approval	WCAT	WCAT	<p>The Academy in conjunction with the Finance Team will produce a balanced budget.</p> <p>WCAT will ensure that the budget is reported to the EFA in accordance with the required timeframe by 31 July.</p> <p>Each academy budget will be signed off by the CEO, CFO and Headteacher with a report to the LGB (process to commence February and be completed by May).</p>
	WCAT	LGB	<p>The LGB will develop an operational plan for the delivery of the strategic finance plan.</p> <p>The LGB will agree a 5 year financial plan (including the current year budget) in consultation with the Chief Finance Officer in advance of each academy financial year.</p> <p>The budget will be signed off at the academy by:</p> <ul style="list-style-type: none"> ▪ CFO ▪ Headteacher ▪ Business Manager <p>Any revisions to the budget during the year will be submitted to the Chief Finance Officer for sign-off.</p>

Delegated Duty	Accountability	Delegated Authority	Comment
Academy Budget Monitoring	WCAT	WCAT	<p>WCAT will receive reports on the overall consolidated financial position from the Chief Finance Officer.</p> <p>WCAT will direct individual academies to undertake in-depth reviews of specific issues as required.</p>
	WCAT	LGB	<p>The LGB will monitor the academy budget in conjunction with the Chief Finance Officer and provide monthly reports to WCAT containing explanations of variances.</p> <p>The LGB will provide information on appropriate actions to address any projected budget difficulties (income or expenditure)</p> <p>The LGB will regularly monitor and be take shared responsibility for pupil number trends to assess the effect on the financial position.</p> <p>The LGB will consider the financial implications of adopting any policy under consideration and prepare a report for consideration by WCAT.</p>
Annual Report and Financial Statements	WCAT	WCAT	<p>WCAT will approve the Annual Report and Financial Statements prior to submission to the DfE.</p> <p>WCAT will review the performance of each academy (Educational and Financial) and determine future required actions.</p>
	WCAT	LGB	<p>The LGB will ensure that sufficient resources are allocated for the preparation of the Financial Statements in accordance with the timeline notified by the Chief Finance Officer.</p> <p>The LGB will identify actual achievements (Educational and Financial) during the academic year and compare these with the targets established at the beginning of the year. This information will be provided to WCAT in accordance with the timetable issued by the Chief Finance Officer</p>

Delegated Duty	Accountability	Delegated Authority	Comment
Best Value	WCAT	WCAT	WCAT will provide all procurement and purchasing guidelines (including tender arrangements). WCAT will provide procurement arrangements in all academies and determine the use of corporate contracts.
Audit (External and Internal)	WCAT	WCAT	WCAT will appoint all external and internal auditors.
	WCAT	LGB	The LGB will review reports from the auditors and provide comments on the operational controls in place for all the financial processes.
Investment and Cash Flow	WCAT	WCAT	WCAT will approve the Investment Strategy on an annual basis. WCAT will invest surplus monies on behalf of each academy in interest earning accounts.
	WCAT	LGB	The Chief Finance Officer will monitor the cash flow position and identify any surplus resources they may have available for investment.
Income Generation - Lettings	WCAT	WCAT	WCAT will consider any requests for changes to the level of fees and charges from the LGB and approve/reject as appropriate.
	WCAT	LGB	The LGB will undertake an annual review of all sources of income received by the academy to ensure fees and charges remain appropriate and in line with any increase in cost. Proposals on changes to fees and charges will be agreed by the LGB and reported to WCAT for approval. The LGB will review the academy's policy on lettings (including charges) on an annual basis (and at other times as appropriate) and identify any action required. Any surplus income generated by the academy on a project (ie non-grant income) belongs to each individual academy for them to invest in the future learning of the pupils. The Trust will retain 5% of the income generated.

Delegated Duty	Accountability	Delegated	Comment
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		Authority	
Insurance	WCAT	WCAT	<p>WCAT will determine the appropriate insurance provider and use its purchasing power to ensure that all academies receive Best Value and Value for Money from their insurance.</p> <p>All academies will receive regular updates from the Chief Finance Officer and regular questionnaires from the insurance company to ensure that the insurance policies cover the relevant needs of each academy.</p>
	WCAT	LGB	The LGB will ensure that all information regarding incidents and claims are recorded and will consider regular reports on the claims history.
Fraud & Irregularity	WCAT	WCAT	<p>WCAT will approve the Anti-Fraud Policy and Fraud Response Plan.</p> <p>WCAT will inform the EFA of any instances of fraud, theft and/or irregularity.</p>
	WCAT	LGB	The LGB will ensure the Anti-Fraud Policy is implemented at the academy and that all staff are aware of their role in the prevention and detection of fraud. The LGB will notify WCAT immediately of any incidents of fraud.
Bank Accounts	WCAT	WCAT	WCAT will authorise the opening of all bank accounts.
	WCAT	LGB	The LGB will ensure the academy bank account is operated in accordance with WCAT requirements.
Risk Management	WCAT	WCAT	WCAT will approve the overall risk management strategy for the organisation.
	WCAT	LGB	<p>The LGB will review the effectiveness of the academy's internal control and risk management systems to ensure that the aims, objectives and key performance targets are achieved in the most economic, effective and environmentally sustainable manner.</p> <p>The LGB will review and update the Risk Register and Risk Management Strategy for the academy.</p> <p>The Trust will produce a Business Continuity Plan and each academy will have one.</p>

Delegated Duty	Accountability	Delegated Authority	Comment
Register of Interests	WCAT	WCAT	WCAT will determine the format of the Register of Business Interest and notify the LGB. WCAT will maintain, and update on an annual basis, a register for all Trustees and senior staff in WCAT.
	WCAT	LGB	The LGB will maintain, and update on an annual basis, a Register of Business interests in the format agreed by WCAT for all governors and senior staff in the academy.
Reserves	WCAT	WCAT	WCAT will approve the Reserves Policy on an annual basis.
	WCAT	LGB	The LGB will monitor the academy reserves in accordance with the overall policy and ensure compliance.
Capital Programme	WCAT	WCAT	WCAT will provide guidance on capital expenditure and funding. This will include the process for approving capital projects. WCAT will receive reports from all academy LGBs on new projects and approve/reject as appropriate.
	WCAT	LGB	The LGB will submit regular reports to WCAT on the financial and physical progress on each project.
Staff appointments	WCAT	WCAT	WCAT will approve the staffing structure, teaching and non-teaching, for all academies.
	WCAT	LGB	The LGB will identify the proposed staffing structure, teaching and non-teaching, for the academy and submit this to WCAT
Fixed Assets	WCAT	WCAT	WCAT will establish a Fixed Assets Policy and guidelines for the acquisition, protection and disposal of assets. WCAT will consider all requests for the acquisition and disposal of the freehold for land and buildings and consult with the EFA on all matters. WCAT will consider all requests for the acquisition and disposal of heritage assets and consult with the EFA on all matters. WCAT will receive reports from the LGB on any issues relating to the acquisition or disposal of assets.
	WCAT	LGB	The LGB will ensure that all assets are managed and maintained.

Delegated Duty	Accountability	Delegated Authority	Comment
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Leasing	WCAT	WCAT	WCAT will agree all leases that are to be entered into by academies. This will include seeking EFA's approval where necessary.
	WCAT	LGB	The LGB will clarify the need for leases to be taken and will request approval from WCAT.
Special Payments – Staff Severance and Compensation	WCAT	WCAT	WCAT will consider all requests for special payments and approve/reject as determined.
Financial Levels of Authority	WCAT	WCAT	Approval by WCAT will be in line with the approved financial levels of authority.

Overall Level of Finance Authority

All Expenditure must be within Approved Budget Threads

Delegated Duty	Value	Delegated Authority – Approval Required From	Comment
Ordering goods and services and the authorising of invoices (includes the advertising of tenders and the awarding of contracts)	Up to £2,000	Budget Holder (eg Head of Department) and Business Manager. Where the Business Manager is also the budget holder then the approval of the Headteacher will also be required.	Selection from a preferred supplier list unless otherwise agreed with Business Manager. Item must be within approved budget threads. Minimum of three estimates and selection from a preferred supplier list
	£2,001 - £10,000	As above plus Headteacher	Selection from a preferred supplier list unless otherwise agreed with Business Manager. Item must be within approved budget threads. Minimum of three written quotations required between £2,001 and £10,000. Orders over £10,000 require formal tendering arrangements.
	£10,001 - £25,000	As above plus Chief Finance Officer, Chief Executive Officer/Chief Operating Officer	Selection from a preferred supplier list unless otherwise agreed with Business Manager. Item must be within approved budget threads. Orders over £10,000 require formal tendering arrangements.
	£25,001 - £100,000	Chair of WCAT Board of Directors, Chair of WCAT Finance and General Purposes Committee, Chief Finance Officer, Chief Executive Officer/ Chief Operating Officer	Selection from a preferred supplier list unless otherwise agreed with Business Manager. Item must be within approved budget threads. Orders over £10,000 require formal tendering arrangements.

Delegated Duty	Value	Delegated Authority – Approval Required From	Comment
Ordering goods and services and the authorising of invoices (includes the advertising of tenders and the awarding of contracts) <i>Continued/</i>	Greater than £100,001	Chair of WCAT Board of Directors, Chair of WCAT Finance and General Purposes Committee, Chief Executive Officer, Chief Operating Officer and Chief Finance Officer	Selection from a preferred supplier list unless otherwise agreed with Business Manager. Item must be within approved budget threads. Orders over £10,000 require formal tendering arrangements.
	Authority to accept other than lowest quotation or tender	Approval required in accordance with the delegated authority set out above	
Authorising monthly salary payments	Unlimited	Chief Finance Officer and Chief Operating Officer	
Signature for Cheques, BACS payment authorisations and other bank transfers	Up to £10,000	Chief Executive Officer, Chief Operating Officer and Regional Director of Education	
	Any amounts over £10,000	Chief Executive Officer, Chief Operating Officer, Chair of the Board and Regional Director of Education	
Signatories for grant claims and DfE returns	Unlimited	Chief Finance Officer and one of the following: WCAT Chair, Chief Executive Officer, Chief Operating Officer, Regional Directors of Education, Headteacher	Two signatories or as required by the DfE/EFA.

Delegated Duty	Value	Delegated Authority – Approval Required From	Comment
Virement of budget provision between budget threads (ie no impact on overall budget)	Within departments	Business Manager, Budget Holder and Director of Finance	Virement within a department at discretion of Business Manager in consultation with budget holder. All virements to be reported to LGB.
	Between departments Up to £50,000	Headteacher, Business Manager and Director of Finance	Reported to LGB.
	Between departments £50,001 to £100,000	As above plus Chief Operating Officer, Director of Finance or Regional Directors of Education	Reported to LGB.
	Between departments Over £100,000	WCAT Board Member, Chief Executive Officer, Chief Operating Officer and Chief Finance Officer	Reported to LGB.
Disposal of Freehold Land & Buildings and Heritage Assets Disposal of Assets (other than freehold land and buildings)	Any	WCAT Board	EFA approval required.
	Up to £5,000	Headteacher and Chief Operating Officer	Reported to WCAT Board
	£5,001 to £20,000	As above plus Chief Executive Officer, Chief Operating Officer and Chief Finance Officer	Reported to WCAT Board.
	Over £20,000	Chief Executive Officer, Chief Operating Officer, Chief Finance Officer and WCAT Board via Finance and General Purposes Committee	Reported to WCAT Board.

Delegated Duty	Value	Delegated Authority – Approval Required From	Comment
Purchase of freehold land or buildings	Any	WCAT Board	EFA approval required.
Taking up of any leasehold or tenancy agreement on land or buildings	Any	WCAT Board	EFA approval required.
Taking up a finance lease for any asset and for any period	Any	WCAT	EFA approval required.
Staff severance payments and compensation payments	Any	WCAT Board via Finance and General Purposes Committee	Reported to WCAT Board. EFA approval required where amount is over 1% of total annual income or £45,000 (whichever is smaller).

Annual Review of Scheme of Delegation

Delegated Duty	Accountability	Delegated Authority	Comment
Effective Date	WCAT	-	The Scheme of Delegation shall be effective from the date of publication on the website
Scheme of Delegation Review	WCAT	-	The WCAT Board will have absolute discretion to review the Scheme of Delegation at least on an annual basis and to alter any provision therein
Material Changes	WCAT	-	In considering any material changes to this Scheme of Delegation or any framework on which it is based, the WCAT Board will have regard to and give due consideration to any view of the LGB

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