



Scheme of Delegation

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This Scheme of Delegation is intended to be a working document that the Board of Trustees, AGB governors and executive leaders (i.e. CEO and COO) should be able to revise and adapt in response to the current context and circumstance – it is based on the NGA model of scheme of delegation.

An effective scheme of delegation:

- Promotes a culture of honesty and accountability
- Ensures the executive leadership is clear about the decisions the Board of Trustees remain in control of
- Identifies responsibility for the appointment and performance management of the CEO and academy principals
- Ensures the role of the executive leadership is fully understood
- Identifies responsibility for oversight of educational performance in each academy
- Identifies responsibility of policy and practises in each academy
- Identifies responsibility for oversight of each academy budget
- Identifies responsibility for assessment of risk in each academy

Introduction:

- BOA Group (the Trust) was established as a MAT on 14/5/2021
- The Trust is a multi-academy trust capable of operating and maintaining a number of academies.
- The Trust is both a company limited by guarantee, registered with Companies House and an exempt charity, regulated by the Secretary of State for education, who acts as the Principal Regulator.
- The Trust's constitution and its charitable objectives are set out in its Memorandum and Articles of Association ("Articles").
- The Trust retains the legal responsibility for running the academies and is responsible for all assets and liabilities, rights and obligations.
- Academies within the Trust are not established as legal entities in their own right. All assets and liabilities of each academy are run by the Academy Trust and all contracts (whether in relation to employees or otherwise) for each academy will be held and entered into by the Academy Trust.
- Trustees have an overriding duty to act freely and in the best interest of the Trust and the academies at all times.
- The purpose of the scheme of delegation is to provide operating clarity as to the roles and responsibilities and authority of those who contribute to governance and oversight of the academies and the Trust itself. This Scheme of Delegation is subsidiary to the Articles, the Funding Agreement(s), Financial Handbook and all academies' legislation.
- The Scheme of Delegation sets out the powers of the Board of Trustees's committees (including the AGB's) and the CEO may exercise on behalf of the trustees. This is supported by the Terms of Reference for each governance meeting or committee. The trustees reserve the right to review and alter this Scheme of Delegation and the level of delegated responsibility at any time and will be formally reviewed annually.

Governance:

The Trust works with one shared vision, a single board of trustees and a single Scheme of Delegation.

The governance structure is designed to reflect the overall responsibility of the Members, the Board of Trustees, the delegated responsibilities to Board of Trustees committees and the CEO. The structure defines the management arrangements of the CEO, AGBs, the academy Principals and the operations team led by the COO. It places high value on the local knowledge of the AGBs and their ability to assess the performance of their academy. The Chair of the AGB, a trustee, will be the coordinator and communicator between the AGB and Board of Trustees. The delegated powers are broken into different levels. The delegated powers for individual academies is aligned with the needs for the Trust to fulfil its corporate responsibilities and accountabilities to the DfE, ESFA, HMRC and Companies House.

Four different levels of delegated power are listed below. Please note that not every task requires all levels of delegated power to be defined and that there are other levels not listed and delegation dealt with via appendices and authorities.

Delegation of Decisions

Column 1:	Members
Column 2:	Board of Trustees of the Multi Academy Trust
Column 3:	Board of Trustees finances and resources committee (to include pay/remuneration)
Column 4:	Board of Trustees Audit and Risk Committee
Column 5:	Board of Trustees School Improvement and Standards Committee
Column 6:	CEO
Column 7:	COO
Column 8:	AGB Committees
Column 9:	Academy Principal

Key

A – Accountable:	Ultimately answerable for the task being delivered
R – Responsible:	Responsible for the delivery. Does the work which can be shared between groups/individuals
C – Consulted:	Should be involved before a decision is made. Communication is two-way. These are important stakeholders and/or may have specialist knowledge and can advise those responsible and accountable
I – Informed:	Those to be kept up to date on progress. Communication is one-way and may be updated when the decision has been taken or a task completed

A= Accountable, R = Responsible, C = Consulted, I = Informed

Area	Decision	Members	Trust Board	Trust Finance & Resources (&Pay) Committee	Audit & Risk Committee	School Improvement & Standards Committee	CEO	COO	AGB	Academy Principal
People	Members: Appoint & Remove	A+R								
	Trustees: Appoint & Remove	A+R								
	Board advisors: Appoint & Remove		A+R							
	Role Descriptions for Members	A+R								
	Role Descriptions for Trustees / Chair / Specific Roles / Committees / AGB Governors		A+R				C			
	Board Committee Chairs: Appoint & Remove		A+R	C	C	C	C			
	AGB Committee Chairs / Governors: Appoint & Remove		A+R				C			
	AGB Committee Parent Governor elected		A						A+R	R
	Clerk to the Trust Board: Appoint & Remove		A+R							
	Clerk to the AGB Committees Appoint & Remove								A+R	C
Systems & Structures	Articles of Association: Review and Agreed	A+R	C				C			
	Governance Structure for the Trust established and reviewed annually		A+R				C			
	Approve Terms of Reference for Trust Board Committees and Schemes of Delegation for AGB Committees (agreed annually)		A+R				C			

Area	Decision	Members	Trust Board	Trust Finance & Resources (&Pay) Committee	Audit & Risk Committee	School Improvement & Standards Committee	CEO	COO	AGB	Academy Principal
	Approve Terms of Reference for AGB (agreed annually)		A+R						C	
	Skills Audit: Complete and recruit to fill gaps		A+R Trustee				C		A+R Academy	C
	Annual Self-Review of Trust Board and Committees (complete annually)		A+R				C			
	Annual Self-Review of AGB Committee		I						A+R	C
	Chairs Performance – Review Annually		A+R						A+R	
	Trustees / AGB Members contribution reviewed annually		A+R	C	C	C	C		A+R	C
	Trustee / Governance Succession Plan		A+R				C		A+R	C
	Annual Schedule of Business (Calendar) for Trust Board		A+R	A+R	A+R	A+R	C			
	Annual Schedule of Business for AGB Committees		C				C		A+R	C
	Term Dates and Academy day		A				R		C	C
	Approve annual list of declaration of interests from Trustees and Governors		A+R							
	Admissions Authority		A				R		C	C
Reporting	Publications on Trust and School's Websites of all required details on Governance Arrangements (including Register of Interests)		A				R		A	R

Area	Decision	Members	Trust Board	Trust Finance & Resources (& Pay) Committee	Audit & Risk Committee	School Improvement & Standards Committee	CEO	COO	AGB	Academy Principal
	Annual report on performance of the Trust (submit to Members & publish)		A+R				C			
	Annual report and accounts including accounting policies, signed statements on regularity, propriety, and compliance, incorporating governance statements demonstrating value for money in line with the most recent Academies Financial Handbook and Accounts directive (& submit)		A	R	R		R	C		
	Academy Accounts Return to ESFA		A	R			C	C		
	Annual report of the AGB's Committees. (Submitted to the Trust)		I						A+R	C
Being Strategic	Approve new convertor or sponsored academies joining MAT		A	R			C			
	Determine Trust-Wide policies which reflect the Trust's ethos and values		A	A+R	A+R	A+R	R			
	Determine Academy-Level policies		A				C		I	R

Area	Decision	Members	Trust Board	Trust Finance & Resources (&Pay) Committee	Audit & Risk Committee	School Improvement & Standards Committee	CEO	COO	AGB	Academy Principal
	Central spend and Top-Slice		A	R	R		C	C		
	Management of Risk: Establish register, review and monitor		A+R Trust		C		C	C	A+R Academy	C
	Engagement with stakeholders	A	A+R	R	R	R	R		A+R	R
	Trust Vision and Strategy, agreeing key priorities and key performance indicators (KPI's) against which progress towards achieving the vision can be measured: determined		A+R	C	C	C	C		I	I
	Academy development plan and SEF in line with the strategic aims of the Trust		A				C		A	R
	Academy key priorities and key performance indicators (KPI's) through the Principal's Report. Review and Monitor		A				C		A	R
	CEO: Appoint and Dismiss		A+R							
	Academy Principal Appoint and Dismiss		A				R		C	
	Staff Appoint & Dismiss						C		A	R

Area	Decision	Members	Trust Board	Trust Finance & Resources (&Pay) Committee	Audit & Risk Committee	School Improvement & Standards Committee	CEO	COO	AGB	Academy Principal
	Budget Plan to support and deliver Trust key priorities		A	R	R		C	C		
	Budget Plan to support and deliver Academy key priorities			A			R	C	C	R
	Trust's staffing structure		A+R	C			R			
	Academy staffing structure						C		I	A+R
	Ofsted Inspections		A				R			A+R
Holding to Account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment)		A Trust	A+R Trust			R	C	A+R Academy	R
	Reporting arrangements for progress on key priorities		A Trust	C	C	C	R		C	R
	Performance Management of CEO		A+R							
	Performance Management of Academy Principal						A+R		C	
	Trustee monitoring: Agree arrangements		A+R				C			
	AGB Governor Monitoring						C		A+R	C

Area	Decision	Members	Trust Board	Trust Finance & Resources (&Pay) Committee	Audit & Risk Committee	School Improvement & Standards Committee	CEO	COO	AGB	Academy Principal
	AGB Governance Performance Monitoring		A+R				C			
Ensuring Financial Probity	Appoint CFO for delivery of Trust's detailed accounting processes		A+R	C	C		C			
	Trust scheme of financial delegation (establish and review. Financial Authorities)		A	R	R		C	C		
	Trust financial regulations and procedures		A	R			C	C		
	Ensure compliance with Funding Agreement and Academies Financial Handbook		A+R	R	R		R	C		
	Recommend External Auditors to the Members		A	R	R		C			
	Appoint internal auditors and review internal audit annual report		A	R	R		C			
	External Auditors Report: receive and respond		A	R	R		C		I	I
	CEO Pay award: Agree		A+R	C	C					
	Academy Principal pay award: agree		A				R		C	
	Staff appraisal procedure and pay progression: review and agree		A	C			R		C	R

Area	Decision	Members	Trust Board	Trust Finance & Resources (&Pay) Committee	Audit & Risk Committee	School Improvement & Standards Committee	CEO	COO	AGB	Academy Principal
	Benchmarking and Trust-wide value for money: ensure robustness			A+R	A+R		R	C		
	Benchmarking and Academy value for money: ensure robustness			A			C	C	C	R
	Develop Trust-wide procurement strategies and efficiency savings programme						A+R	C		
	Review and approve Trust-wide procurement strategies and efficiency saving programme			A+R	A+R		C	C		

DELEGATED AUTHORITY

FINANCE

Summary of Delegated Authority

Delegated duty	Value	Delegated authority
Virements between and within budget heads with net nil impact on surplus/deficit position	Any value	Group Management Accountant - Reported as part of the monthly management accounts
Bank account transfers (including Inter Group) and cheque / BACS payment authorisation of regular payments or one-off payments with prior approval.	Up to the bank authority limits	Group Management Accountant and one other signatory, subject to segregation of duties
Purchase Orders / Invoice approval	Up to £10,000	Budget Holder plus Group Management Accountant
	£10,000 to £30,000	As above plus Principal or COO
	£30,000 to £100,000	As above plus CEO
	£100,000 to current "Find a Tender" Service limit	Trust Board
	"Find a Tender" Service limit	"Find a Tender" compliant tender service process + Board approval
Quotations and tendering	£10,000 to £30,000	Minimum of three quotes to be obtained by Budget Holder
	Over £30,000 to current "Find a Tender" Service limit	Formal tendering process
	"Find a Tender" Service limit	"Find a Tender" tendering process
Disposal of assets	Up to £5,000	COO
	£5,000 to £20,000	Trust Finance and Resources Committee
	Over £20,000	Board
	Over £20,000	DfE & ESFA where the asset was bought using a capital grant.
Write-off of bad debts and indemnities or guarantees	Any up to £1,000	Academy F&GP Committee
	£1,001 to £45,000	Trust Finance and Resources Committee
	Over £45,000	Prior permission required by ESFA & Board approval
Granting or take up of any leasehold or tenancy agreement	Any	ESFA approval required (notify the COO in first instance)
Signatories for grant claims / ESFA returns	Any	CEO and another Trustee signatory
Raising invoices	Up to £10,000	Group Management Accountant
	£10,000 to £100,000	Group Management Accountant plus COO
	Over £100,000	As above plus CEO
Payroll Processing	All	Group Management Accountant plus Academy Principal/CEO
Contracts of employment	All	Trust paperwork to be completed. All contract changes to be authorised by

		Academy Principal and reported to the CEO prior to change being confirmed
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Division of Duties

DIVISION OF DUTIES CHART - SUMMARY

	Budget Holders	Finance Assistant	Finance Officer	Group Management Accountant	COO	Principal	CEO	Trustees	Notes
A. ORDERING									
Complete and authorise requisition	√								
Raise "official" order on Finance System		√	(v)	(v)					
Authorise order on Finance System				√	(v)	(v)	(v)	(v)	GMA<= £10k, Plus COO or Principal <=£30k, Plus CEO <=£100k or Board of Trustees approval for >£100k
Print paper copy of order and file		√							
Send email of order to supplier			√	(v)	(v)				
Check delivery note to goods received bring to finance assistant when completed.	√	(v)							Budget holder or department personnel to check delivery note
B. INVOICE PAYMENTS									
Invoices batched up and scanned on receipt and emailed to finance assistant daily			√	(v)					
Print off a copy of the invoices received from Finance Officer.		√							

	Budget Holders	Finance Assistant	Finance Officer	Group Management Accountant	COO	Principal	CEO	Trustees	Notes
Check invoice to delivery note/order (where applicable)		√							
Finance Assistant invites budget holder to check, sign and authorise invoice received	√								
Upload completed GRN and match to invoice on system and generate GRN on Finance System.		√							
All invoices posted onto Finance System including non order invoices			√						
Authorise invoice on Finance System			√	(√)	(√)				
Authorise invoice batch header (Including checking against invoices attached)			√	(√)					GMA as alternate – in which case they cannot approve the BACS run/ Cheque run
Upload batch to BACS run/ cheque run.			√	(√)					GMA as alternate – in which case they cannot approve the BACS run/ Cheque run
Checks and authorises BACS/ cheque run				√	(√)	(√)	(√)		GMA 1 st approver and one other signatory, subject to segregation of duties
Checking of transaction log, including correct VAT treatment				√					

	Budget Holders	Finance Assistant	Finance Officer	Group Management Accountant	COO	Principal	CEO	Trustees	Notes
Approval of payment of invoice				√	(v)				
Process payment of invoice on Direct Debit (cash book journals)				√	(v)				
C. PAYROLL									
Receipt of pay changes and timesheets			√	(v)					
Report of monthly net pay by individual for review by academy Principals and CEO			√	(v)					
Reconciliation between current and previous month's pay				√					
Approval of monthly payroll by BACS				√	(v)	(v)	(v)		GMA 1 st approver plus Academy Principals/COO/CEO
D. PETTY CASH									
Sign cheques (2 signatures)				√	√	(v)	(v)		GMA 1 st approver and one other signatory, subject to segregation of duties
Issue cash (which should be signed for)		√	(v)	(v)					
Reimburse staff with cash or cheque		√	(v)	(v)					
Sign receipts/vouchers to authorise	√								
Record expenditure on Finance System and produce reimbursement claim		√	(v)	(v)					

	Budget Holders	Finance Assistant	Finance Officer	Group Management Accountant	COO	Principal	CEO	Trustees	Notes
Sign reimbursement claim (including checking against the supporting receipts/vouchers)				√					
Balance petty cash		√							
Check petty cash balance form (incl counting any cash in hand)		√	√						GMA will check petty cash on a regular basis
E. INCOME									
Raise requisition for sales invoice to Finance Officer			√						
Raise invoices/requests income & keep records of all income due			√						
Ad hoc income receipts (ticket sales, trips) record income with recipient of income, count and record manually		√							
analyse income weekly and post to Finance System		√							
Issue receipts		√							
Review of receipts and analysis monthly and spot checks				√					
Complete paying-in book		√							
Check of paying in slip matches cash book and physical cash and cheques									Admin at Academy

	Budget Holders	Finance Assistant	Finance Officer	Group Management Accountant	COO	Principal	CEO	Trustees	Notes
Bank income		√							
Spot check income received against records of income due				√	(√)				

Governance Calendar

Sept	Oct	Nov	Dec	Jan	Mar	Apr	May	Jun	July
Full Board		Finance & Resources Committee	School Improvement & Standards Committee		Finance & Resources Committee	School Improvement & Standards Committee		Finance & Resources Committee	School Improvement & Standards Committee
		Audit & Risk Committee	AGM		Audit & Risk Committee	Full Board		Audit & Risk Committee	Full Board
		Accounts presented by Auditors	Full Board Sign Off Accounts					Set Budget	
			Members Meeting						
AGB Standards Only	Committees + Full AGB			Committees + Full AGB			Committees + Full AGB		

Trustees

Name of trustee (If also a member details should be in this section and the member section)	Current responsibilities - employment/self-employment/other non-exec roles and how these demonstrate expertise/skills required for role as member	Previous roles/posts within other organisations and how these demonstrate expertise/skills required for role as member (Exec or non-exec) Please include names of schools, academy trusts, or other educational institutions and dates of employment	Proposed role and responsibility on the board of trustees and the skills/experience they bring to the board
Professor Philip Thickett	Chair of BOA Group Sits on all committees	Was on original steering group for BOA Chair of Governors at Swanshurst School, Bilsley Retired professor of Media at BCU Worked for BBC on outdoor events	Vast experience in school governance Worked all his life in the Digital TV/Media sector Has been a BOA board trustee since inception including the implementation steering group
Edward Jonnie Turpie	BOA lead Trustee for overseeing BOA Stage and Screen Chair of BOA Group New Ventures Working Group	Role - Digital Director Maverick Television Relevance to application - Current and past experience of the television and digital production environments Role – Founding Partner of BOA Relevance to application - Founding Trustee. Experience of establishing the successful Creative Regional Academy in the West Midlands Role - Director Creative England Relevance to application - Access and understanding of the creative industries nationally and internationally Role – Chair of the Midlands Arts Centre Board Relevance to application – strategic management of the performance and future plans. Direction and support given to Senior Managers Role - Director the Space (BBC & Arts Council)	Chair (designate) of local advisory body for BOA Stage and Screen

		Relevance to application - Access and understanding of the arts and digital environment	
Hilary Hodgson	Chair of BOA Standards Committee	Various consultancy and Arts Board memberships Charity Director with senior management experience and expertise in strategic planning and organisational development Specialist knowledge of grant-giving policy and practice, arts education, education policy and research, performance management, group facilitation and chairing, research and evaluation	
Professor Kevin Mattinson	Birmingham City University representative Chair of BOA Group Finance Committee	Pro Vice Chancellor at Birmingham City University Board member of Birmingham Hippodrome, Birmingham Rep and Culture Central	Full board member
Gurdip Bhangoo	Co-opted trustee	Head of Future Skills and Events at BBC Academy Part of BBC Academy Senior Management Team	Full board member
David Silber	Co-opted trustee Chair of BOAT	COO Wall of Answered Prayer CEO & Founder Burning Plough Ltd	Full board member
Nick Hudson	Ormiston Trust Representative	CEO of OAT Former HMI	Full board member
Leigh Yeomans	Co-opted trustee	PRG Representative	Full board member
Sarah Wood	Co-opted trustee Chair of BOA Group Audit Committee	Head of the Birmingham Institute of Media and English Birmingham City University	Full board member
Julian Widdows	Co-opted trustee	Senior Vice President, Games (Games Software Development & Publishing)	Full board member