

JOHN TAYLOR MULTI ACADEMY TRUST

Appendix A – Scheme of Delegation

JTMAT Audit and Compliance Committee should agree a Scheme of Delegation, established as a formal schedule that distinguishes between matters reserved exclusively for the Trustees' approval or decision, and matters delegated to LGB committees and individuals. The Scheme of Delegation should include the financial limits and signatories applicable to such matters as placing orders and contracts, and issuing cheques.

These limits will be applied to JTMAT academies with an Ofsted rating of good or outstanding or Expected standard through to Exceptional under the new Ofsted scorecard. Academies rated below that level may have a reduced level of delegation in line with Table A at the end of this document. Levels of delegation will be reviewed annually and adjusted in keeping with the Ofsted rating awarded to the academy in question.

This is a key document which forms the basis for all financial controls in the Trust and should be approved/reviewed biennially or as required by the Audit and Compliance Committee.

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1. Powers and Duties Reserved for JTMAT Board

The Members and Trustees have ultimate responsibility for the trust achieving its charitable objectives and must also ensure compliance with company and charity law and with the trust's funding agreement with the Secretary of State.

They shall be responsible for:

1.1 Approval of a written scheme of delegation of its financial powers and duties to its Managing and Organising Committees, its Headteachers and other staff (delegated to the Audit and Compliance Committee). The scheme must satisfy the Trustees' ultimate responsibility for ensuring that there are adequate operational controls in place for all the financial processes within the Trust. The Scheme of Delegation should be operated in conjunction with the JTMAT Financial Control handbook, within the latest statutory framework.

1.2 Ensure the election of Chair and appointment of Governors to the Local Governing Body Committees.

Budgets/Budgetary Control

1.3 Formally approving the annual and 3 year Academy budgets for each of its schools at least two months prior to the start of each financial year.

1.4 Considering budgetary control reports from the LGB Managing and Organising Committees at every meeting, with relevant explanations and documentation where required.

Purchasing

1.5 Maintenance of a Register of Business Interests for all Governors, Trustees and Academy staff with financial responsibilities.

1.6 The JTMAT Board is responsible for authorising the advertising of tenders above £100,000 (excluding VAT), and authorising the award of such tenders.

1.7 Tenders other than the Most Advantageous Tender (MAT) , or late tenders, can only be accepted by the Trust Board who shall minute the reasons for their decision.

Income

1.8 Authorisation of the write off of debts not collectable (the Secretary of State's prior approval is also required if debts to be written off are above the value set out in the Academy Trust Handbook).

Security of Assets

1.9 Authorisation of the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value between £10,001 and £20,000 (excluding VAT).

2. Powers and Duties Delegated to JTMAT Audit and Compliance Committee

Accounts and Audit

2.1 To recommend a Scheme of Delegation for adoption by the Trust Board, established as a formal schedule that distinguishes between matters reserved exclusively for the Directors and Members approval or decision, and matters delegated to LGB committees and individuals.

2.2 To make recommendation to the Trust Board regarding the appointment of internal and external auditors.

2.3 To review the external auditors annual planning document and approve the planned audit approach.

2.4 To review the draft financial statements and audit report and recommending approval of the audited financial statements to the Trust Board prior to submission to the DFE by 31 December.

2.5 To agree an annual programme of internal scrutiny.

2.6 To receive reports on the agreed annual programme of internal scrutiny and report such to the Trust Board.

2.7 To ensure compliance and effectiveness of the risk management process and recommending changes/amendments of those processes to the Trust Board.

2.8 Receive, note and disseminate across the Trust, new guidelines on best practice in financial and governance matters.

2.9 Annual review of JTMAT levels of financial autonomy delegated to each of its academies. Only the Trust Board can make this decision.

3.0 Review of the Financial Control handbook, its appendices and related policies.

3.1 To review all JTMAT policies and appendices as they fall due and make recommendations to the MAT board for the adoption of any necessary amendments/additions.

3.2 Review of appropriate level of JTMAT uncommitted reserves.

3.3 Authorisation by the Chair to the COO to invest surplus reserves in line with the JTMAT Cash Management policy (via the Insignis cash platform).

3.4 Informing the Trust Board if it suspects any irregularity affecting resources.

3.5 To review an annual report on school Gifts and Hospitality registers.

3. Powers and Duties Delegated to the LGB Managing and Organising Committee

The Managing and Organising Committees shall be responsible for:

General

3.1 Exercising the powers and duties of the Trust Board in respect of the financial administration of each Academy, except for those items specifically reserved for the Trust Board and those delegated to the CEO and other staff.

3.2 Reporting on decisions taken under delegated powers to the next meeting of the Committee.

Budgets/Budgetary Control

3.3 Reviewing the annual Academy budget prior to the start of each financial year and recommending its acceptance, or otherwise to the Trust Board.

3.4 Considering budgetary control reports on the Academy's financial position at every meeting, taking appropriate action to contain expenditure within the budget and report to the Trust Board.

3.5 Reporting to the Trust Board all significant financial matters and any actual or potential overspending with appropriate explanations.

Purchasing

3.6 Authorising the award of orders and contracts between £50,001 and £100,000 (excluding VAT).

Insurances

3.7 Ensuring that arrangements for insurance cover are in place and adequate.

Security of Assets

3.8 Ensuring that there are annual independent checks of assets and the asset register.

3.9 Authorising the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value of up to £10,000 (excluding VAT).

4 Powers and Duties Delegated to the Chief Executive Officer (CEO) as Accounting Officer for the Trust

Governance

4.1 To make recommendations to the JTMAT Board regarding changes to Governance arrangements, JTMAT Terms of Reference and Articles or Funding agreements.

Budgets/Budgetary Control

Purchasing

4.2 Authorising orders and contracts between £50,001 and up to £100,000 (excluding VAT) including authorising suitably justified requests to waive Trust procurement procedures and reporting to the JTMAT Board.

Payroll and Personnel

4.3 Authorising ITR forms in relation to permanent changes to the establishments of all JTMAT Academies.

4.3 Approving (or delegating to COO to approve staff) appointments/terminations and variations for all JTMAT schools within the authorised establishment.

4.5 Certifying the payment of salaries each month, in conjunction with the JTMAT Chief Operating Officer.

5 Powers and Duties Delegated to the Chief Operating Officer (COO)

Budgets/Budgetary Control

5.1 To make recommendations to JTMAT Audit and Compliance Committee regarding changes to the Scheme of Delegation.

5.2 Recommendation of an annual JTMAT budget to the JTMAT Board in respect of JTMAT management fee income.

5.3 Presentation of JTMAT budgetary control reports to each meeting of the MAT Board.

5.4 Ensuring all JTMAT contracts and agreements conform to current Financial Regulations.

Purchasing

5.5 Authorising orders and contracts up to £50,000 (excluding VAT).

Payroll and Personnel

5.6 Authorising staff appointments/terminations and variations for all JTMAT schools via the MyView HR online portal.

5.7 Certifying the payment of salaries each month, in conjunction with the JTMAT Chief Executive Officer.

Accounts and Audit

5.8 The operation of financial processes within each Academy, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.

5.9 Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information.

6 Financial Powers and Duties Delegated to Headteachers

The Headteacher(s) have delegated powers and functions in respect of internal organisation, management and control of the Academy, the implementation of all policies approved by the Trust Board and for the direction of teaching and the curriculum.

The Headteacher shall be responsible for:

Budgetary control

6.1 Reviewing income and expenditure reports and highlighting actual or potential overspending to the LGB Managing and Organising Committee.

Financial Management

6.2 Ensuring the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with JTMAT Financial Regulations.

Purchasing

6.3 Authorising orders and contracts between £10,001 and £30,000 (Primary) and between £30,001 and £50,000 (Secondary). All values exclude VAT.

6.4 Ensuring that all contracts and agreements conform to the Financial Control handbook. NB: Headteachers can sign formal contracts and agreements for values above their personal authorisation level providing that those contracts have been awarded using the Trusts normal procurement processes.

Payroll and Personnel

6.5 Requesting CEO permission to recruit via the JTMAT Intention to Recruit form. Recommending staff appointments/terminations and variations to JTMAT and ensuring these are actioned on the MyView administration system.

Security of Assets

6.6 Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc under his/her control.

Accounts and Audit

6.7 The operation of financial processes within the Academy, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.

6.8 Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information.

6.9 Ensuring that all records and documents are available for audit by the appointed internal and external auditors.

7 Financial Powers and Duties Delegated to Secondary school Business Managers

NB: In primary schools these responsibilities may be undertaken by an Office or Finance manager in conjunction with the Headteacher

The Business Manager shall be responsible for:

Budgets/Budgetary Control

7.1 Preparing an annual draft budget plan for consideration by the LGB Managing and Organising Committee and Trust Board before the start of the relevant financial year.

7.2 Monthly monitoring of expenditure and income against the approved budget and submitting reports on the Academy's financial position to every meeting of the Managing and Organising Committee. Any actual or potential overspending shall be reported to the Committee with appropriate explanations.

Purchasing

7.3 Authorising orders and contracts up to £10,000 (primary) and between £10,001 and £30,000 (secondary) in conjunction with Budget Holders. All values exclude VAT.

7.4 Maintaining a register of formal contracts entered into, amounts paid and certificates of completion.

7.5 Retention of quotes obtained for goods, works and services.

7.6 Ensuring that all correct invoices are duly certified by authorised staff before payments are made and that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons. Authorisation can be actioned via email provided that the budget holder's work email address is used.

7.7 Ensuring the appropriate division of duties between staff responsible for processing orders, receiving deliveries and processing payments.

Payroll and Personnel

7.8 Notifying the payroll provider of any matters affecting payments to employees.

7.9 Ensuring that the monthly payroll is checked, and certifying it for payment in conjunction with the Headteacher or other senior member of staff and confirming such to JTMAT COO.

Income

7.10 Ensuring that all income is accurately accounted for and is promptly collected and banked intact.

Banking Arrangements

7.11 Maintaining proper records of account and reviewing monthly bank reconciliations.

Insurances

7.13 Notifying the Managing and Organising Committee on any eventuality that could affect the Academy's insurance arrangements.

Security of Assets

7.14 Maintaining a permanent and continuous register of all items of furniture, equipment, vehicles and plant.

Information and Communication Systems

7.15 Maintaining the standards of control for such systems in operation within the Academy to include the use of properly licensed software, and for the security and privacy of data in accordance with the General Data Protection Regulations (2018).

8 Financial Powers and Duties Delegated to other staff

Members of staff with delegated responsibilities should be aware that these must be exercised in accordance with Financial Regulations.

The following responsibilities are delegated to other staff in addition to Headteachers, Business Manager and Finance staff:

Budgets/Budgetary Control

8.1 Subject Area Leaders appointed as Budget Holders are responsible for checking budget reports against their delegated budget and for reporting any errors or irregularities to the Finance/Business Manager. Any actual or potential overspending shall also be reported to the Finance/Business Manager.

Purchasing

8.2 Budget Holders can authorise orders up to £10,000 (primary schools) and £30,000 (secondary schools) provided it is within the scope and remaining balance of their delegated budget. All values exclude VAT.

8.3 The following members of staff, in addition to the Headteacher and Finance/Business Manager are authorised to open tenders in the presence of another authorised person:

- Deputy Headteachers
- Assistant Headteachers

8.4 The following members of staff are authorised to receive and check goods:

- Budget Holders
- Administrators nominated by the Budget Holder

9 Summary of Financial Authorisation Levels

Delegated Duty	Value	Delegated Authority	Method
Ordering Goods and Services (raising requisitions)	Up to £10,000 (excluding VAT)	Budget Holder/Finance Officer (Primary and Secondary schools) and JTMAT Central Finance staff)	Select approved supplier from the Trust Finance system Purchase Ledger
	£10,001 to £30,000 (excluding VAT)	Primary Headteacher/ Secondary school Budget Holder/Business Manager and JTMAT COO	Two quotes required
	£30,001 to £50,000 (excluding VAT)	Secondary Headteacher and JTMAT COO	Three quotes required
	£50,001 to £100,000 (excluding VAT)	JTMAT CEO plus report to LGB Managing and Organising Committee	Formal tendering process, including those falling into the threshold for the Find a Tender platform
	Over £100,000 (excluding VAT)	As above plus report to JTMAT Board	
	Authority to accept other than lowest quotation or tender	Over £100,000 (excluding VAT) - JTMAT Board	
	Authority to approve a formal request to waiver Trust normal procurement procedures	JTMAT CEO and reporting to JTMAT Board	All requests above £10,000 (excluding VAT)
Purchasing from Public Framework provision	As per limits set out in Framework agreement	As per the delegated limits specified above	Direct Award or further competition within the rules of the framework. <i>NB: formal written approval for the use of Framework must be sought and valid</i>
Signatories for cheques, BACS payment authorisations and other bank transfers	Any	Two signatures from a minimum of three in accordance with the bank mandate for the Trust	
Signatories for DfE grant claims and DfE returns	Any	Two signatories (or as required by DfE) from: - JTMAT COO - JTMAT CEO - Nominated Trustee	
Disposal of assets where the original purchase price was:	Up to £10,000 (excluding VAT)	Managing and Organising Committee	
	£10,001 to £20,000 (excluding VAT)	M&O plus JTMAT Board	

	Over £20,000 (excluding VAT)	JTMAT Board plus DfE approval required for disposal of assets funded with more than £20,000 of DfE grant, or transferred from an LA at nominal consideration	
Write-off of bad debts	Up to £5,000	Managing and Organising Committee	
	£5,001 - £44,999	M&O plus Trust Board	
	Over £45,000	M&O, Trust Board plus DfE approval	
Raising invoices to collect income	Up to £10,000 (excluding VAT)	Business Manager/ Senior Finance Officer (Secondary and Primary) and JTMAT Central Finance staff)	
	£10,001 to £50,000 (excluding VAT)	Headteacher or JTMAT COO	
	£50,001 to £100,000 (excluding VAT)	Managing and Organising Committee/JTMAT Board	
	Over £100,000 (excluding VAT)	JTMAT Board	
Purchase or sale of any freehold property	Any	DfE approval required	
Granting or take up of any leasehold or tenancy agreement exceeding three years	Any	DfE approval required	

TABLE A - Academy levels of Financial Autonomy

Level of Financial Autonomy	Control Over	Identification	Notification of move reducing autonomy to next level down
4 - Complete	All aspects of financial and budgetary management, staff employment, resource procurement, capital programmes, capitation, et al under the full control of the Headteacher /LGB	Through regular financial and budgetary monitoring and evaluation undertaken by JTMAT COO	Verbal highlighting of issues by JTMAT Chief Operating Officer to Headteacher/ LGB to enable remedial actions before next LGB meetings
3 – Largely	Largely full autonomy with most aspects of financial and budgetary management, resource procurement, capitation, et al under the full control of the Headteacher and LGB but with wider controls/some restrictions on some high level staff employment, capital programmes and larger expenditures of the budget	Through regular financial and budgetary monitoring and other internal evaluation undertaken by COO	Written reports of JTMAT COO detailing recommendations to remedy any issues identified. Followed by a recorded letter of extent of reduction in autonomy from CEO to LGB
2 – Reduced	Reduced autonomy in many areas of financial and budgetary management as well as most large financial expenditures including most high level staff employment, larger resource procurement, capital programmes and any larger expenditures of the budget	Through regular financial and budgetary monitoring and evaluation by COO /CEO plus Chair of Audit and Compliance Committee to identify remedial actions	Letter from CEO to LGB outlining issues and detailed recommendations of CEO and the Chair of the Audit and Compliance Committee to remedy issues identified in order to regain greater autonomy
1 – Minimal	Significant reductions in all areas of financial and budgetary management as well as most large financial expenditures including all staff employment, larger resource procurement, capital programmes and all larger expenditures of the budget	Following extensive monitoring and evaluation by COO/ CEO and Chair of Audit and Compliance Committee to make recommendations for necessary reductions in autonomy	Letter from Chair of Trust Board to LGB outlining issues and detailing recommendations of CEO/ COO and Audit and Compliance Committee that must be immediately implemented in order to address serious weaknesses identified
0 - None	Zero autonomy with all aspects of financial management, staff employment, resource procurement, capital programmes, capitation, etc under the full control of the CEO/COO and MAT Board	Following extensive monitoring and evaluation by COO/ CEO and Audit and Compliance Committee all financial autonomy is removed to prevent further financial risk/ damage to the Trust	

JTMAT Board reserves the right to reduce autonomy levels upon notification of the resignation/ long-term absence of senior staff with financial responsibility, upon suspicion of fraudulent activity or where the school is unable to set/manage its budget to the standard required by the Board. The need for and subsequent level of such reduction in autonomy will be determined by the Board.

TABLE B – Other areas where central Trust permission MUST be sought:

General:	<ul style="list-style-type: none"> • Admissions – setting PAN (published admissions number), exceeding PAN, deferred entry, changing oversubscription criteria • Religious character of the school – if Church of England, non-denominational elsewhere. Avoiding access and privileges that may be considered favourable to one faith community alone
Governance:	<ul style="list-style-type: none"> • Governance committee structure, ratification of governors (and prior Trust Board approval of chairs and vice chairs), staff/parent/co-opted contingents, Terms of Reference and minuting formats and conventions. • Policy adherence – generally, always adhering with fidelity to all Trust policy, and constructing and reviewing procedures that support such adherence.
Safeguarding:	<ul style="list-style-type: none"> • Supporting Trust reviews, use of MyConcern/Confide as recording and reporting systems and use Trust-wide monitoring systems re: IT screening. • Maintenance of Single Central Record and compliant pre-employment checking.
Human Resources:	<ul style="list-style-type: none"> • Accepting the Trust as the final arbiter over matters such as staff discipline and pupil behaviour. • Contracts are Trust contracts, terms and conditions of service comply and are equitable with counterparts in other trust schools. • Trust advice and instruction re: grievance, disciplinary and other employment matters is adhered to with fidelity. • Dismissal of any kind and settlement agreements. • Permission to recruit to vacancies. • Staff surveys and information gathering – supporting completion and sharing findings (including raw data) with LGBs • Recruitment – Headteacher and Business/Office Manager appointment processes are led by the Trust. Trust input at Deputy Headteacher appointment level is typical.
School Improvement:	<ul style="list-style-type: none"> • Assessment – strategy, nomenclature and methodology, recording and reporting systems, timings • Teaching and learning monitoring – systems for recording, methodology and frequency • Performance Management – systems, accepting Trust moderation (e.g. UPS applications), HTPM processes and pay progression • The Vault as our single repository for sharing learning resources • Reporting on behaviour only via Trust-wide systems
Information Technology:	<ul style="list-style-type: none"> • IT procurement – only purchasing and installing/adopting systems that are compliant with and can be supported by our systems and staff. • No system processing personal data may be implemented without Trust approval. • The Trust is the final arbiter in all matters relating to digital strategy, cyber security, data protection, system architecture and infrastructure design. • Helpdesk – logging and reporting all IT and GDPR-related incidents exclusively via the Trust helpdesk system. • The Trust, as legal Data Controller, is the final authority in relation to all Data Protection matters. All data breaches, Freedom of Information

	<p>requests and Subject Access Requests must be logged and managed through Trust processes.</p> <ul style="list-style-type: none"> • Migrating to and operating within the Trust’s single network and tenant, including adoption of Trust-based email conventions at the earliest practicable opportunity. • Backup and Disaster Recovery – all critical systems must be protected by Trust-approved backup and recovery solution. • Management Information Systems (MIS) – at first contractual renewal opportunity, migrating to and operating the Trust’s preferred MIS • Use trust-wide access control and sign in systems.
Estates management:	<ul style="list-style-type: none"> • TAMS systems to record and report estates and health and safety compliance matters. • Asset Management – adhere to trust-wide systems.