



Guru Nanak Sikh Multi Academy Trust

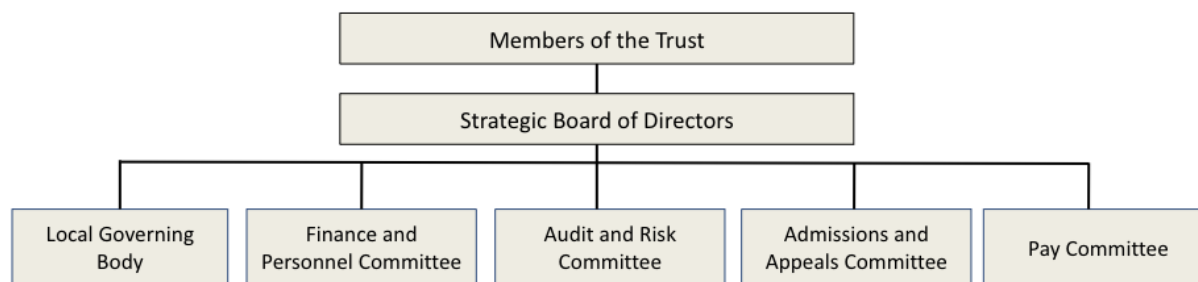
MAT Schemes of Delegation
2026 - 2027

Any reference in this policy to **parents** means;

- All natural, parents whether they are married or not
- Any person who has parental responsibility for a child or young person
- Any person who has care of a child or young person i.e. lives with and looks after the child

MAT means Multi Academy Trust

Schemes of Delegation 2025-2026



This Scheme of Delegation The Board of Directors has the right to review and adapt its governance structure at any time, subject to the Articles of Association and the Funding Agreement, which includes removing delegation. Guru Nanak Sikh Multi Academy Trust (The MAT) is a private company limited by guarantee, (Company number 07416734) and an exempt Charity. Its regulator is the Department for Education. The MAT is responsible for the running academies and its Primary Object is *'to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum ("the mainstream Academies") and which shall include schools with a designated Sikh religious character, offering a broad and balanced curriculum conducted in accordance with the principles, practices and tenets of Sikhism both generally and in particular in relation to arranging for religious education and daily act of worship'*.

The MAT currently runs Guru Nanak Sikh Academy (all through) and Nanaksar Primary School

1. There are several layers of governance which are described as follows:

The role of the governance layers in the trust can be summarised as follows:

1.1 Members – play an objective oversight role. They hold the Board of Directors to account for the effective governance of the Trust but have minimal involvement in running of the Trust. Therefore there is separation between the individuals who are members and those who are Directors. The Members appoint Directors to ensure that the Academy's charitable objects are fulfilled and so must be able to remove Directors if they fail to fulfil this responsibility.

The Members are the owners of the Company and have limited liability (up to £10 in the event the Company is wound up). The Members play an important but 'hands off' role. They are responsible for holding the Board of Directors to account and for ensuring that the vision and ethos of the Company is upheld. They have limited powers including appointing and removing Directors and updating the Articles of Association.

Accordingly, the Executive Principal submits an annual report on the performance of the Academy to the Members. Members are also responsible for approving any amendments made to the Academy's Articles of Association (a document which outlines the governance structure and how the Academy will operate). The Articles of

Association also describe how Members are recruited and replaced, how many of the Directors the Members can appoint to the Board of Directors and the numbers and categories of other types of Director.

1.2 Trust Board of Directors - The Academy is a charitable company and so Governors are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because Governors are bound by both charity and company law, the terms ‘trustees’, ‘directors’ and ‘governors’ are often used interchangeably. The Directors are responsible for the general control and management of the administration of the Academy, and in accordance with the provisions set out in the Memorandum and Articles of Association and its Funding agreement. The Directors are legally responsible and accountable for all statutory functions, for the performance of the Academy, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements (the Financial Procedures Manual). In addition, it must carry out the three core governance functions:

- Ensure clarity of vision, ethos and strategic direction
- Hold the Executive Principal/CEO and the Senior Leadership team to account for the educational performance of the Academy and their pupils, and the performance management of staff
- Oversee the financial performance of the Academy and make sure funds are used effectively

The Directors (also known as Trustees) are a group of individuals that are responsible for the strategic oversight of the Company. The Directors play a crucial role in the governance and strategic oversight of the academies within the trust. Their primary responsibilities include:

- **Setting the strategic direction:** The Board establishes the vision, values, and objectives for the MAT, ensuring that they align with the educational goals and standards.
- **Ensuring accountability:** The Board is accountable for the performance of the academies, including educational outcomes, financial performance, and compliance with legal obligations.
- **Financial oversight:** Directors oversee the financial health of the MAT, including budgeting, financial planning, and ensuring resources are used efficiently and effectively.
- **Compliance and risk management:** The Board ensures that the MAT complies with all legal and regulatory requirements and manages risks that could impact the organisation.
- **Leadership and management:** The Board appoints and holds the Chief Executive Officer or equivalent accountable, providing support and performance evaluation.
- **Stakeholder engagement:** Directors engage with stakeholders, including parents, students, staff, and the wider community, to foster positive relationships and support for the MAT's objectives.

The effectiveness of the Board in these roles is vital for the success and sustainability of the MAT.

1.3 Local Governing Body - The local governing board does not assume responsibility for the academies it is installed to oversee, its role is to offer assistance to the board of trustees in fulfilling their duties by monitoring the performance of the academies.

Oversight of running of the academies in terms of learning, standards, and wellbeing. Holding local academy leadership to account for academic performance, community engagement and EYFS quality of care and provision. Committees (including the Local Governing Body) may be established by the Directors. Their membership and decision making powers will vary depending on the Committee itself. The MAT has the following Committees:

- Audit and Risk Committee
- Finance and Personnel Committee
- Pay committee
- Admissions and Appeal committees

1.3.1 Local Governing Bodies (LGB)

LGBs play a vital role in the focused governance of individual academies within the trust. depending on the trust's governance structure, but generally include:

- **Supporting the vision and values:** LGBs help to implement and adapt the MAT's vision and values at the academy level, ensuring they are relevant and upheld within the local context.
- **Monitoring educational performance:** They monitor the educational performance of the academy, including the achievement and progress of pupils, and the quality of teaching and learning.
- **Staff oversight and support:** LGBs may be involved in the recruitment and performance management of senior staff at the academy, working closely with the headteacher to ensure effective leadership.
- **Financial monitoring:** While the main financial decisions may be made at the trust level, LGBs often oversee the academy's budgetary allocation and ensure financial resources are used appropriately and effectively within the academy.
- **Ensuring compliance:** They ensure that the academy complies with relevant laws and policies, including those related to safeguarding, health and safety, and the welfare of pupils.
- **Community engagement:** LGBs play a key role in engaging with the local community, parents, and other stakeholders to promote the academy and build supportive relationships.

- **Reporting and accountability:** Local Governing Bodies report back to the Trust Board on their activities and the performance of the academy, ensuring transparency and accountability within the governance structure.

LGBs are essential in bridging the gap between the Trust Board's strategic oversight and the individual academy's operational needs, adapting governance to the local context while upholding the overarching goals of the MAT.

Committees – The above committees undertake detailed oversight and scrutiny of their respective areas of responsibility to support the Board of Directors, in line with agreed Terms of Reference.

The Board of directors may establish additional, time-bound Committees of the Board. At certain times the Board or Committees may decide to delegate final approval to a named Committee/ Director but only when this aligns with the overall delegations in the Trust.

Strategic decisions are made by the Board. Day to day operational decision making is delegated by the Board of Directors to either a Committee or to the Central Executive Team or to an individual within the MAT. Without such delegation, the individual or committee has no power to act.

This Scheme of Delegation outlines how these delegations are made, to ensure clear and transparent decision making across the MAT.

The Scheme of Delegation should be read in line with the Trust's Articles of Association, internal Terms of Reference for each Committee, and any relevant government guidance issued by the Department for Education (DfE).

The following table has been written according to the '**RASCI**' framework and deals with the key decision making across the various operational areas of activities across the MAT.

It outlines who is;

- **Responsible** for delivering the area of activity/ decision in line with agreed academy policies. *Where items are under the Executive Principal's responsibilities these may be delegated to the SLT*
- **Accountable** for the area of activity/ decision - this is usually the Trust Board as the legally accountable and liable body
- **Supporting** the area of activity/ decision, which may be through practical support or supporting the detailed consideration of a decision
- **Consulted** on the area of activity/ decision to receive feedback
- **Informed** of the area of activity/ decision through agreed communications channels.

Key: R/A/S/C/I R = Responsible; A = Accountable; S = Supporting; C = Consulted; I = Informed							
Function	Task	Full Board	Local Governing Body	Committee	Individual Governor	Executive Principal	We have delegated detailed delivery/ review to:
Admission	Determine the Academy's admissions arrangements annually, including the published admission number (PAN) and the oversubscription criteria	A	S	C		R	
	Make sure the Academy's admissions arrangements comply with the Academy Admissions Code and are fair, clear and objective	A	S	C		R	R – Admissions and Appeal Committee
	Establish an independent appeals panel when there are admissions appeals	A				R	R – Admissions and Appeal Committee
	Consult before making changes to the Admissions Policy	A	C	C		R	
Attendance, Behaviour and Exclusions	Keep attendance registers	A + I	A	I		R	
	Establish procedures to ensure high levels of attendance	I	R	I		R	
	Arrange for suitable full-time education for any pupil of compulsory Academy age	A	S			R	

	who has a fixed term exclusion of more than five school days						
	Establish a Behaviour Policy	A	A	C		R	
	Review use of exclusion and decide whether or not to confirm permanent and fixed term exclusions where the student is either excluded for more than 15 days in total in a term, would lose the opportunity to sit a public examination, or would be excluded permanently, including hearing parents' and Local Authority (LA) representations	A	A	R			R = delegated to a team of directors or Governors (excluding any staff directors) to form Exclusion Panel
	Arrange representation at independent review panel (IRP), where requested by parents	A	S	R		S	R = Convene IRP Panel
	Direct reinstatement of excluded students	A	S	R			R = Exclusion Panel
	Set timings of the Academy day and term dates	A	C	C		R	
Curriculum and Target Setting	Make sure the Academy teaches a broad and balanced curriculum up to the age of 16	A	A			R	
	Make sure all students in the Academy are provided with independent careers guidance from Year 8 to Year 13	A	A			R	

	Responsibility for standards of Teaching and Learning	A	A			R	
	Decide which subject options will be taught including activities outside of the Academy	I	A			R	
	Responsibility for individual pupil's education	A	C			R	
	Responsibility for approach to internal pupil assessment	I	I			R	
	Provision of sex and relationships (SRE) education – includes establishing and maintaining an up to date Policy in line with statutory government guidance	I	A			R	
	Provision of Religious Education in line with government guidance	I	A			R	
	Set and publish targets for student achievement	I	I			R	
Finance, budgets and audit	Make day -to -day spending decisions under amount agreed in financial delegations					R	
	Produce monthly management accounts					R	R = CFO
	Monitor expenditure through management accounts	A + R	S	C	I		C = Finance and Personnel Committee (termly) I = Board of

							Directors Chair & Finance & Personnel Chair (monthly
	Appoint a senior executive leader as the Accounting Officer, and Finance Director for the Trust	A + R					Appointment to be made in writing
Finance, budgets and audit	Participate in annual accounts consolidation exercise as communicated by the Department for Education (DfE)	A	S	C		R	C = Finance and Personnel Committee
	Refer potentially novel and contentious transactions to DfE for explicit prior authorisation	A		C		R	C = Finance and Personnel Committee
	Appoint a registered statutory external auditor	C		C			C = Finance and Personnel Committee; directors formally appoint auditors
	Prepare annual financial statements in line with the DfE's Academies Accounts Direction	A		C		R	C = Finance and Personnel Committee
	Plan and review internal audit programme and reports	A + R		A		R	C = Audit and Risk Committee
	Establish Charges and Remissions Policy	A		C		R	C = Finance and Personnel Committee
	Set programme of internal scrutiny	A		R			R = Audit and Risk Committee
	Receive reports on internal scrutiny visits	A	I + C	R			R = Audit and Risk Committee

	Maintain risk register	A + C	C	S+I		R	S = Audit and Risk Committee; Finance and Personnel Committee
	Make sure that the Academy has adequate insurance cover or has opted into the academies Risk Protection Arrangement (RPA)	A	A	C		R	R = Audit and Risk Committee; Finance and Personnel Committee
	Develop annual budget and three -year outturn	A	C	C		R	C = Finance and Personnel Committee
	Approve a balanced budget and three -year forecast outturn each financial year and submit to the DfE	A	C	C		R	C = Finance and Personnel Committee
Finance, budgets and audit (Cont.)	Manage cash position inc. reporting on cash flow	A		C		R	C = Finance and Personnel Committee
	Maintain a published register of interests, including the business and pecuniary interests of members, Directors and Governors	A	A			R	
	Monitor impact of pupil premium funding & catch up funding	A	A	C		R	C = Finance and Personnel Committee & PP linked Director
	Manage procurement exercises in line with compliance requirements	A	A	C		R	C = Finance and Personnel Committee
	Establish Audit & Risk Committee	A + R				R	C = Audit and Risk Committee

Board of Directors vision & strategy	Set the GNSMAT Vision, Strategy, Culture and Values	A + R	R			R	
	Set GNSMAT Improvement Plan	A	C+S	C		R	C = Audit and Risk Committee; Finance and Personnel Committee & LGB
	Review and monitor progress against GNSMAT Improvement Plan and strategic plans	R	C+S	C			C = Audit and Risk Committee; Finance and Personnel Committee & LGB
Board of Directors - procedures	Appoint/remove Directors (who are the charity trustees, company directors, and proprietary governing board)	A + R					Board appoint Co -opted Trustees; Members also appoint Trustees, subject to Secretary of State Approval.
	Elect/remove the Chair and Vice Chair	A + R					
	Appoint/remove the Governance professional to directors	A + R					
	Appoint/remove the Governors for LGB	A + R					
	Appoint Safeguarding Lead director link	A + R					
	Appoint SEND Lead director link	C	A+R				
	Approve Scheme of Delegation	A + R					
	Determine the constitution, membership and terms of reference of any Committee	A + R	I				

	it decides to establish and review this annually						
Board of Directors – procedures (Cont.)	Appoint or elect a chair for each Committee	A + R					
	Appoint or elect a chair for LGB	I+C	A+R				
	Approve and set up Governor expenses policy	A				R	
	Check that all statutory Policies and documents are in place	A + R	A + R	C		R	C = Audit and Risk Committee; Finance and Personnel Committee & Some May be delegated to LGB or other committees
	Regulate Trust Board procedures	A					
	Hold Full Board meetings at least 3 times a year	A + R					
	Regulate Local Governing Body procedures		A + R				
	Hold Local Governing Body meetings at least 3 times a year		A + R				

	Make sure the required information relating to Policies and governance is published on the Academy website	A	R			R	
Health & Safety, Premises	Develop Academy building strategy	A	A	C		R	C = Audit and Risk Committee
	Procure and maintain buildings, including properly funded maintenance programme	R	C + I	C		S	C = Audit and Risk Committee
	Set Health and Safety Policy	A	A			R	
	Monitor the implementation of the Health and Safety policy	C	A	R			R = Audit and Risk Committee
	Make sure there is an appointed person in charge of first aid	C	A	C		R	C = Audit and Risk Committee
	Ensure Health and Safety regulations are followed	C	A	C		R	C = Audit and Risk Committee
	Review risk assessments inc. those relating to Covid -19	A	A	R		S	C = Audit and Risk Committee & Finance and Personnel committee
Parents and the community	Foster positive relationships with parents and community	R	R		S	R	S = Safeguarding + SEND Director
	Approve a complaints procedure	A	C			R	
	Establish a complaints panel to consider formal complaints about the Academy	A	A&S			R	

	and any community facilities or services it provides						
Parents and the community (Cont.)	Make sure the Academy complies with the Freedom of Information (FOI) Act 2000	A	S			R	
	Prepare and publish the Academy prospectus		C+I			R	
	Adopt and review Home School Agreement		A			R	
	Make sure provision of Free School Meals (FSM) is given for students meeting the criteria	A	A			R	
	Ensure nutritional standards of Academy lunch are met		A			R	
Pupil wellbeing	Appoint a designated staff member to promote the educational achievement of looked after children (LAC) and post-LAC and ensure that they undertake appropriate training	A	I	I	I	R	I = Safeguarding Director
	Make sure the Academy complies with the Equality Act 2010 and the Public Sector Equality Duty and publishes quality objectives and information about how it is doing this	A	I			R	

	Make arrangements for supporting students with medical conditions	A	I			R	
Safeguarding	Check that the Academy complies with statutory guidance on safeguarding	A	A			R	
	Make sure that safeguarding arrangements take into account the procedures and practices of the LA, as part of inter-agency safeguarding procedures	A	A			R	
	Make sure that a member of the governor is nominated to liaise with the designated officer from the relevant local authority and partner agencies if allegations are made against the Executive Principal	A	I		R		R = Safeguarding Link Governor
Safeguarding (Cont.)	Set Safeguarding policy inc. requirements around Prevent, Safer Recruitment	A	C			R	
	Monitor the implementation of the Safeguarding policy	A	R				
	Appoint a member of staff to be the Designated Safeguarding Lead (DSL)	A	I			R	
	Make sure that effective support is provided for any employee facing an allegation	A	I		I	R	I = Chair & Safeguarding Link Director

Special Educational Needs and Disabilities (SEND), Inclusion & Equality	Designate a member of the Board/LGB/Committee to have oversight of the Academy's arrangements for SEND	A	R				SEND Link Director
	Make sure that the necessary special education provision is made for any student who has SEND, and monitor its effectiveness	A	C		I	R	
	Make sure that parents are notified by the Academy when special educational provision is being made for their child		C			R	
	Make sure that the Academy produces and publishes online its SEND information report	A	C + I	C		R	
	Cooperate with the local authority in developing the local offer		I		S	R	S = SEND Link Director
	Make sure Academy follows the statutory SEND Code of Practice & update SEND Policy	A	C		S	R	S = SEND Link Director
	Make sure that there is a qualified teacher as the special education needs coordinator (SENCo) for the Academy	A	S		I	R	I = SEND Link Director
	Make sure that the teachers in the Academy are aware of the importance of		I			R	

	identifying students who have SEND and providing appropriate teaching						
Special Educational Needs and Disabilities (SEND), Inclusion & Equality	To establish and publish annually an 'Equality information and objectives statement' and review equality objectives every 4 years	A + R				R	
	To establish an accessibility plan and review it every three years	I	A	C		R	C = Finance and personnel committee
Staffing, HR & Recruitment Matters	Appoint/ dismiss a Principal	A + R					
	Make sure safer recruitment procedures are applied (for example, disclosure and barring service checks)	A	S			R	
	Vice Principal appointments	I	I			R	
	Teaching staff appointments	I	I			R	
	Support staff appointments	I	I			R	
	Establish and review annual Pay Policy incl. executive pay levels	A	C	C		R	C = Finance and personnel committee
	Implement the Performance Management Policy	A	C			R	
	Establish and review procedure for addressing staff disciplinarys, conduct and grievances	A	S	C		R	C = Finance and personnel committee

							R/S = Local Governors and Directors may be called upon for Grievance/Disciplinary Appeal Hearing, as per policy.
	Make sure employment law and guidance is being followed	A	C			R	
	Approve staffing structure changes	A + R	C	C		R	C = Finance and personnel committee
	Dismissal of senior staff	I	I			R	I = Chair of Board
	Dismissal of other staff	I	I			R	
	Suspension of Principal/ ending suspension of Principal	A + R	C				
	Suspension of other staff/ ending suspension of other staff	I	I			R	
	Dismissal payments/ early retirement	A	C	R			R = Finance and personnel committee
Whistleblowing & Compliance	Set and implement Data Protection Policy and related IT User and information sharing agreements	A	C			R	
	Set and implement Whistleblowing Policy	A	C			R	
	Appoint Whistleblowing Trustee	A + R	C			R	

	Attend Ofsted and other regulatory inspections	R	R			R	
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This Scheme of Delegation is subject to annual review and approved by the Board of Directors to reflect practices in the trust and the latest government guidance. Last updated: October 2022.

Updated	Next Review	Reviewed by	GB/Committee Ratification
June 2023	June 2024	AP - Operations	23.09.2023
Sept 2024	Sept 2025	AP - Operations	12.10.2024
Sept 2025	Sept 2026	AP - Operations	27.09.2025
Sept 2026	Sept 2027	Head of People, Compliance and Governance	01.09.2026