

Scheme of Delegation (Summary)

Principles of Delegation

This scheme of delegation sets out who may take which **decisions**, at what level and under whose **oversight**.

The scheme of delegation is underpinned by the following principles:

- **Clear accountability** at every level
- **Separation of duties** between approval, delivery and assurance
- **Subsidiarity**, with decisions taken as close to delivery as practicable
- **Compliance** with the Academy Trust Handbook, DfE guidance and Trust policies

The scheme of delegation is built on the Trust's values of:

- Academic Success
- Physical Success
- Emotional Success

All delegated authority operates:

- **Within the law**
- **Within the Trust's articles of association & funding agreement**
- **Within approved budgets**
- **Subject to Board of Trustee oversight**

Members

Members are the **guardians of the Trust's constitution** and do not engage in operational management.

Members' Responsibilities	Do / Do not
Members do:	
Appoint External Auditors	✓
Appointment / removal of Members	✓
Appointment / removal of Trustees	✓
Approval of Articles of Association	✓
Receive the Audited Annual Accounts	✓
Schools joining the Trust (Approve)	✓
Schools opening / closure (Approve)	✓
Trust dissolution or merger with another Trust	✓
Members do not:	
Approve budgets	✗
Involve themselves with operational decisions	✗
Manage staff	✗

Board of Trustees

The Board of Trustees retain **ultimate accountability** for the Trust.

Trustees' Responsibilities	Responsibility
Appointment of the CEO	Approval
CEO pay & performance	Approval
Executive leadership structure	Approval
Headteacher pay bands	Approval
Material contracts and disposal of assets	Approval
Policies required by law or Academy Trust Handbook	Approval
Risk appetite & risk register	Approval
School joining proposals	Recommendation
School opening / closure proposals	Recommendation
Trust budget & financial plan	Approval
Vision & strategy	Approval

The Board of Trustees **delegates all operational delivery, but not ultimate accountability.**

Board Committees

Term	Definition
Oversight – Strategic monitoring and challenge. <i>“Are we doing the right things?”</i>	Monitoring and scrutinising activity to ensure compliance, effectiveness, and alignment with statutory duties, trust policies, and strategic objectives. Involves holding leaders to account but does not include direct management or operational decision-making.
Assurance – Evidence based confirmation of control effectiveness. <i>“Are things working properly?”</i>	Gaining confidence that systems, processes, and controls are operating effectively. This is typically achieved through reviewing reports, audits, data, or performance information to verify that risks are being managed appropriately.
Recommendation – Advisory input to support formal decision making. <i>“Challenge, scrutiny and advice on approval or rejection”</i>	Providing advice, proposals, or suggested actions for consideration by the decision-making body (e.g. Trust Board or Executive). Does not include final decision-making authority but informs and supports it.

Finance, Audit and Risk Committee (FAR)

Area	Responsibility
Compliance (incl. GDPR reporting)	Oversight
Financial benchmarking	Assurance
Financial controls	Assurance
Fraud and whistleblowing	Oversight
Internal and external audit	Oversight
Budget and Risk register	Recommendation

Remuneration Committee (RC)

Area	Responsibility
Executive pay benchmarking	Recommendation
Executive performance targets	Recommendation
Headteacher pay bands	Recommendation
Pay policy compliance	Assurance
Succession planning	Oversight

Education Committee (EC)

Area	Responsibility
Assessment & pupil progress	Oversight
Attendance & behaviour	Oversight
Monitoring of statutory education duties	Assurance
Quality of teaching & learning	Oversight
Safeguarding (incl. culture & compliance)	Assurance
School improvement priorities	Recommendation
SEND provision & inclusion	Oversight
Stakeholder voice (pupils, parents, staff)	Oversight
Standards & outcomes across the Trust	Assurance

Chief Executive Officer (CEO)

The CEO is the Accounting Officer delegate and is **ultimately accountable for the overall performance, leadership and strategic direction of the Trust**, ensuring that all educational, financial, operational and organisational functions meet statutory requirements, deliver high standards and align with the Trust's vision and values.

Delegated Authority Key:

- **Accountable** (Ultimate responsibility, only one role can be accountable)
- **Responsible** (Responsible for delivery, can be shared between multiple roles)

CEO delegated authority:

Area	Responsibility
Central staff pay bands	Accountable
Educational outcomes	Accountable
Executive leadership	Accountable
External accountability (DfE)	Accountable
Headteacher pay bands	Responsible
Performance management of central staff	Accountable
Performance management of Headteachers	Accountable
Policy implementation	Accountable
Staff wellbeing & culture	Accountable
Strategic leadership	Accountable

CEO limits:

- Does not approve own pay or expenses
- Does not transact financially
- Operates within Trustee Board approved strategy and delegation

Chief Finance & Operations Officer (CFOO)

The CFOO is responsible for the Trust's overall business management, encompassing **financial stewardship, operational leadership, compliance, HR, estates, IT, procurement and organisational risk**, ensuring that all non-educational functions of the Trust run efficiently, safely and sustainably.

CFOO delegated authority

Area	Responsibility
Budget preparation	Accountable
Estates and H&S strategy	Accountable
Financial monitoring & benchmarking	Accountable
Health & safety (Trust-wide)	Accountable
HR and governance strategy	Accountable
IT and compliance strategy	Accountable
Performance management of central staff	Responsible
Procurement & contracts	Accountable
Risk management	Accountable

CFOO limits:

- Does not approve the final budget
- Does not set executive pay
- Does not provide audit assurance on own work

Headteachers

Headteachers are accountable for **day to day school leadership**, within Trust frameworks and policy.

Area	Responsibility
Attendance strategy implementation	Accountable
Community engagement & reputation	Accountable
Compliance with statutory duties (school-level)	Accountable
Deployment of delegated budgets	Accountable
Enrichment and personal development	Accountable
Health & safety (site-level)	Accountable
Local implementation of policies	Accountable
Local safeguarding culture & reporting	Accountable
Pupil admissions & place planning	Accountable
Pupil premium & targeted funding impact	Accountable
Safeguarding & behaviour	Accountable
School improvement and outcomes	Responsible
School staff leadership & performance	Accountable
SEND leadership & inclusion culture	Responsible
Staff wellbeing & culture	Responsible

Headteachers limits:

- Do not set Trust policies
- Do not approve own pay or expenses
- Do not commit the Trust beyond delegated budget limits

HR & Governance Manager

Area	Responsibility
Absence management & wellbeing support	Responsible
Contract management & HR documentation	Accountable
Employee relations & case management	Responsible
Governance administration	Accountable
Governance record-keeping & audit trails	Accountable
HR policy implementation	Responsible
HR systems, records and GDPR compliance	Accountable
Meeting coordination & standing agendas	Accountable
Payroll accuracy & coordination	Accountable
Performance management processes	Responsible
Recruitment & onboarding processes	Responsible
Safer recruitment compliance	Accountable
Support to Headteachers & leaders on HR	Responsible
Training, CPD & induction frameworks	Responsible
Workforce data, reporting & compliance	Accountable

HR & Governance Manager limits:

- Does not determine pay strategy
- Does not approve executive remuneration
- Does not set HR strategy independently
- Does not commit the Trust beyond delegated budget limits

Estates & Operations Manager

Area	Responsibility
Asset management & inventory control	Accountable
Capital projects & refurbishment	Responsible
Catering, cleaning & facilities contracts	Responsible
Compliance, statutory testing & record keeping	Accountable
Emergency planning & business continuity	Responsible
Energy management & sustainability initiatives	Accountable
Health & safety (Trust-wide)	Responsible
IT infrastructure, systems & support	Responsible
Operational & estates policy implementation	Responsible
Planned preventive maintenance	Accountable
Procurement & contracts (operations & estates)	Responsible
Risk management (operations & estates)	Responsible
Security, access control & site safety	Accountable
Site maintenance	Accountable
Support to Headteachers on operations & Estates matters	Responsible

Estates Manager limits:

- Does not approve capital budgets
- Does not set estates strategy independently
- Does not commit the Trust beyond delegated budget limits

PA to CEO & Data Protection Officer (DPO)

Area	Responsibility
Confidential handling of sensitive information	Responsible
Data breach reporting & investigation support	Accountable
Data protection compliance & monitoring	Accountable
Diary, correspondence & meeting coordination	Responsible
Executive support to CEO	Responsible
Freedom of information (FOI) coordination	Accountable
Information governance training & awareness	Responsible
Liaison with schools on data protection matters	Responsible
Policy management (GDPR, records retention)	Responsible
Record-keeping & audit trails (GDPR)	Accountable
Subject access requests (SARs)	Accountable
Support governance administration	Responsible
Support Trust leadership on compliance matters	Responsible

PA to CEO & Data Protection Officer (DPO) limits:

- Does not approve capital budgets
- Does not set DPO strategy independently
- Does not commit the Trust beyond delegated budget limits

DPO independence safeguards:

- DPO has direct access to the Members, Trustee Board and Finance, Audit & Risk Committee
- DPO independence is maintained through separation from operational data processing
- Does not commit the Trust beyond delegated budget limits

Financial Delegation

Decision	Initiates	Reviews / Recommends	Approves
Annual budget setting	CFOO	CEO	Board of Trustees
In-year virements	CFOO	CEO	Board of Trustees
Contracts / SLAs (Trust)	Central Managers	CFOO	See Finance Policy
Purchases (Trust)	Central Managers	CFOO	See Finance Policy
Contracts / SLAs (School)	School Leaders / Headteacher	CFOO	See Finance Policy
Purchases (School)	School Leaders / Headteacher	CFOO	See Finance Policy

The table below shows the segregation of duties within the Trust. This model ensures **no overlap between approval and reconciliation**. A full financial scheme of delegation is found within the Trust's finance policy.

Function	Role
Initiate spend	School staff / Headteachers / Central Managers
Approve spend	Headteacher / CEO / Board of Trustees
Process payments	Finance Team
Reconcile & review	CFOO
Oversight & assurance	CFOO / CEO / Finance, Audit and Risk Committee

Any decision **outside delegated authority** must be escalated to (as appropriate):

- CEO or CFOO
- Board of Trustees

The scheme of delegation will be:

- Reviewed annually
- Updated following trust growth or restructuring
- Published internally for transparency

Scheme of Delegation (Detailed)

Term	Definition
Accountable – Ultimate answerability for outcomes. <i>“Who is accountable?”</i>	The individual who has ownership of the task, decision, or outcome. Ensures the work is completed to the required standard and has the authority to approve or reject proposals. There should typically be only one accountable role for clarity.
Responsible – Delivery of tasks, activities and proposals. <i>“Who is responsible?”</i>	The person or group of people who complete the task, activity or make the proposal. Responsible roles carry out the actions required to achieve the objective and deliver outputs / proposals. There can be multiple responsible individuals.
Consulted – Input to inform decision making, <i>“Who should be consulted?”</i>	Individuals or groups whose opinions, expertise, or guidance are sought before a decision or action is taken. Engagement is typically two-way, ensuring relevant insights inform the outcome.
Informed – Communication of information to stakeholders <i>“Who needs to be informed?”</i>	Individuals or groups who are kept updated on progress or outcomes. Communication is typically one-way and ensures transparency without requiring active input or decision-making involvement.

- **Dark Blue & Bold** = Activity owner – organises activity and informs stakeholders

1. Governance, constitution & strategy

Activity	Members	Trustees	Committees	CEO	CFOO	HR & Gov. Manager	Headteachers
Agree terms of reference	-	A	C	R	C	C	I
Agree Trust growth plans / joining schools	A	R	C	R	C	I	I
Annual Trust Board self-review	-	A/R	I	I	I	C	-
Appoint Clerk to the Trustees	I	I	I	A/R	I	C	I
Appoint Trust Governance Professional	I	I	I	A/R	I	C	I
Appoint/remove CEO	I	A	I	-	I	R	I
Appoint/remove CFOO	I	C	I	A/R	-	R	I
Appoint/remove Committee Chairs	I	A	R/C	I	I	I	I
Appoint/remove External Auditors	A	I	I	R	C	I	I
Appoint/remove Headteachers	I	C	I	A/R	I	R	-
Appoint/remove Members	A/R	C	I	C	I	I	I
Appoint/remove Trustees	A/R	C	I	C	I	I	I
Approve Trust Strategic Priorities	I	A/R	C	R	C	I	I
Approve Trust Vision & Strategy	I	A/R	C	R	C	I	I
Approve/amend Articles of Association	A	C	I	R	I	R	I
Approve/amend Governance Structure	I	A	C	R	C	R	I
Approve/amend Scheme of Delegation	-	A	C	R	C	R	I
Central Manager perf. management	-	-	-	A/R	R	I	-
CEO perf. management	-	A/R	-	-	-	I	-
CFOO perf. management	-	-	-	A/R	-	I	-
Commission ext. review of governance (3Y)	A	C	C	R	C	C	I
Determine complaints procedure	-	A	I	R	I	C	I
Determine School level policies	-	A	I	R	R	I	R
Determine Trust level policies	-	A	I	R	R	R	I
Elect a Chair of Trustees	I	A/R/C	I	I	I	I	I
Executive succession planning	-	C	I	A/R	C	C	I
Headteacher perf. management	-	-	-	A/R	C	I	-
Monitor policy compliance	-	A	C	R	C	R	I
Publish governance arrangements	-	A	C	R	C	R	I

2. Finance, budget & controls

Activity	Members	Trustees	Audit / Finance Committee	CEO	CFOO	Finance Staff	Headteachers
Action recommendations (external audit)	-	A	C	C	R	I	I
Action recommendations (internal audit)	-	A	C	C	R	I	I
Annual report and accounts	-	A	C	C	R	I	I
Approve annual budget	-	A	C	C	R	I	I
Approve finance policy	-	A	C	C	R	I	I
Approve internal scrutiny programme	-	A	R	I	C	I	-
Approve material virements	-	A	C	R	C	I	I
Approve scheme of financial delegation	-	A	C	R	C	I	I
Banking arrangements	-	A	C	C	R	I	I
Carry out financial benchmarking	-	I	I	C	A/R	C	I
External audit programme	-	A	C	I	R	I	-
Fraud reporting and whistleblowing	-	A	C	R	R	R	R
In-year budget monitoring	-	I	I	C	A/R	C	I
Operational contracts (within limits)	-	A	C	A	R	I	A
Ordering – School level budgets	-	-	-	A	C	R	A
Ordering – Trust level budgets	-	-	-	A	C	R	-
Prepare draft budget	-	-	-	R	A/R	C	C
Procurement strategy	-	A	C	C	R	C	I
Pupil premium & ring-fenced funding	-	A	C	R	R	I	R
Reserves and investment strategy	-	A	C	R	R	I	I
Risk appetite	-	A	C	C	R	I	-
Risk register	-	A	C	C	R	C	-
School budget allocation (top slice/pool)	-	A	C	R	R	I	C
Set financial regulations	-	A	C	R	R	I	I
Submit DfE annual financial returns	-	I	I	A	R	C	I
Tendering major contracts	-	A	C	C	R	C	I

3. People, HR & workforce

Activity	Members	Trustees	Remuneration Committee	CEO	CFOO	HR & Gov. Manager	Headteachers
Approval of exit payments/severance	-	A	C	R	C	C	-
Central staff appointment *	-	-	-	A/R	C	C	I
Central staff pay bands	-	-	-	A/R	C	I	-
Contract management – HR	-	-	-	C	C	A/R	C
CPD and training strategy	-	-	-	C	C	A/R	C
Disciplinary and grievance policy	-	A	C	C	C	R	I
Employee relations and casework	-	-	-	C	C	R	C
Executive pay decisions (CEO)	-	A	R	C	C	I	-
Governance professional support	-	C	-	C	I	A/R	I
Headteacher appointment*	-	I	I	A/R	C	C	-
Headteacher pay bands	-	-	-	A/R	C	C	I
Panel hearings – for all other staff (disciplinary, grievance and capability)	-	I	I	A/R	C	C	C
Panel hearings – for the CEO (disciplinary, grievance and capability)	-	A	R	-	-	C	-
Pay policy	-	A	C	C	C	R	I
Payroll accuracy and HR data reporting	-	-	-	C	C	A/R	C
Performance management framework	-	-	-	C	C	A/R	C
Recruitment and selection processes	-	-	-	C	C	A/R	C
Safer recruitment checks	-	-	-	C	C	A/R	C
School staff appointment – non leadership posts*	-	-	-	I	C	C	A/R
School staff appointment – leadership posts (AHT, DHT)*	-	-	-	A	C	C	R
Staff restructuring	-	A	C	R	R	C	C
Staffing structure approval (Central)	-	-	-	A/R	C	C	I
Staffing structure approval (School)	-	-	-	A	C	C	R
Wellbeing and workload initiatives	-	-	-	C	C	A/R	C
Workforce planning, succession planning	-	-	-	A/R	C	C	R

*(subject to satisfactory safer recruitment checks)

4. Education & school improvement

Activity	Members	Trustees	Committees	CEO	CFOO	Central Managers	Headteachers
Admissions and place planning	-	A	C	R	C	C	R
Agree School start and finish times	-	I	I	A/R	I	I	C
Agree School term dates	-	I	I	A/R	I	I	C
Assessment and pupil progress monitoring	-	I	I	R	-	-	A/R
Attendance strategy and monitoring	-	I	C	R	-	-	A/R
Behaviour and safeguarding culture	-	I	C	R	-	-	A/R
Curriculum intent, implementation and impact	-	I	I	R	-	-	A/R
DSL (Designated Safeguarding Lead) oversight	-	-	-	R	-	-	A/R
Education strategy	-	A	C	R	-	-	C
Enrichment and personal development	-	I	I	R	-	-	A/R
Monitoring school-level outcomes	-	I	I	A	-	-	R
Ofsted readiness	-	I	I	R	-	-	A/R
Parent and community engagement	-	I	I	R	-	-	A/R
Pupil premium strategy and impact	-	I	I	R	-	-	A/R
Quality of teaching and learning	-	I	I	A/R	-	-	R
Reputation management	-	I	I	A/R	-	-	R
Safeguarding incidents	-	I	I	A	I	I	R
Safeguarding policy	-	A	C	R	I	I	R
Safeguarding training	-	I	I	R	C	C	A/R
School improvement plans	-	I	C	A/R	-	-	A/R
SEND provision and inclusion	-	I	C	A/R	-	-	R
Stakeholder surveys and feedback	-	I	I	A/R	-	-	R
Statutory returns	-	A	C	A	C	C	R
Trust safeguarding audits	-	I	I	A/R	I	C	C

5. Operations, estates and health & safety

Activity	Members	Trustees	Committees	CEO	CFOO	Estates Manager	Headteachers
Asset management and inventory control	-	-	-	C	C	A/R	C
Capital programme approval (CIF / SCA)	-	A	C	C	R	C	I
Capital programme design & delivery (CIF / SCA)	-	I	I	C	A	R	C
Cybersecurity	-	I	I	C	A/R	R	R
Digital safeguarding (filtering & monitoring)	-	I	I	R	A/R	R	R
Emergency planning, business continuity	-	I	I	C	A	R	R
Energy management and sustainability	-	I	I	C	C	A/R	C
Estates strategy & capital planning	-	A	C	C	R	C	C
Facilities contracts	-	I	I	C	A	R	C
H&S incident escalation	-	I	I	C	A	R	C
IT infrastructure, systems and support	-	I	I	C	A	R	C
Land and building disposal	-	A	C	R	C	C	C
Minor works delivery	-	-	-	I	C	A/R	C
Planned preventative maintenance (PPM)	-	-	-	C	C	A/R	C
Procurement of estates services	-	I	I	C	A	R	C
Procurement of IT services	-	I	I	C	A/R	R	R
School-level H&S checks and reporting	-	I	I	I	C	R	A/R
Security and access control	-	I	I	C	C	A/R	R
Statutory compliance (School-level)	-	I	I	C	C	A/R	R
Statutory compliance (Trust-level)	-	I	I	C	A	R	C

6. Data protection & information governance

Activity	Members	Trustees	Committees	CEO	CFOO	DPO	Headteachers
Crisis comms strategy	-	I	-	A/R	C	C	C
Data protection advice	-	I	-	C	C	R	C
Data protection compliance & monitoring	-	I	I	C	C	A	R
Ensure School websites are compliant	-	I	I	A	C	R	R
Ensure Trust website is compliant	-	I	I	A	C	R	-
Freedom of information requests (FOIs)	-	I	-	C	C	A/R	R
GDPR compliance oversight	-	I	I	A	C	R	C
GDPR training & awareness	-	I	-	I	C	C	R
ICO liaison, data breach reporting	-	I	I	I	C	R	I
Media handling strategy	-	I	-	A/R	C	C	C
Subject Access Requests (SARs)	-	I	-	C	C	A/R	R
Trust-wide comms strategy	-	I	-	A/R	C	C	C