Scheme of Delegation

	Objective	Statutory Source	Trust Leadership						Governance						Governance Processes
			Headteacher/ Principal	Executive Director	CEO	CFO	CoPO	COO	Governance Manager	Members	Trustees	Finance	Risk & Audit	ESC	Advisors	
High Quality and Inclusive Education and School Improvement	Defines the Trust vision for delivering **high quality and inclusive education**	ATGG 1.10	Lead	Lead	Lead						Accountable					Strategic Plan to Board Teaching and Learning updates to Advisors
	Applies the principles of the Trust's **6 pillars** of effective **school improvement**	Trust document	Lead	Lead	Accountable									Monitor		6 pillars of effective school improvement
	Setting trust approach to **curriculum and assessment**, with regard to statutory requirements and data collections	Academy Trust Governance Guide 7.1, TQD for HQ & IE	Lead	Lead	Accountable	Monitor		Monitor						Monitor		CEO reports significant changes to the Education Standards Committee
	Strategic oversight of **relationships with stakeholders.** The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.	ATGG 1.10 TQD - HQ & IE	Lead	Accountable	Monitor				Monitor		Monitor				Monitor	Advisory groups meeting summaries feed up to the Board
	Appoint a **designated staff member** to support the educational achievement of looked-after and previously looked-after children.	ATGG 7.4.3	Lead	Accountable											Information	SEND/Inclusion Report.
	Ensure the Board has a nominated Inclusion including **SEND lead trustee and Inclusion including SEND Advisor**	ATGG 7.4.1							Lead		Accountable				Monitor	Summer - Appoint links Autumn - Review links Spring - Report
	Set **curriculum policies** as required by school(s) (personal development, religious education, relationships, sex & health education)	DfE policy list	Lead	Accountable	Approve	Monitor		Monitor			Accountable					Policies reviewed through agreed review cycles
	Setting **behaviour and welfare** policies (behaviour, exclusions) and monitoring implementation	DfE policy list/ TQD - HQ & IE	Lead	Accountable	Approve						Accountable			Monitor	Monitor	Policies reviewed through agreed review cycles
	Ensuring compliance with **SEND Code of Practice**	SEND Code of Practice; Children and Families Act 2014 TQD - HQ & IE	Lead	Accountable	Monitor									Monitor	Monitor	SEND Information Report
	Reviews and monitors **student attainment, progress and attendance**	n/a	Lead	Accountable	Accountable									Monitor	Monitor	KPI Dashboard
	Develops and implements **School Improvement priorities via QuIPs** and systems for quality assurance	TQD - SI	Lead	Accountable	Approve										Monitor	QuiPs reviewed at Performance and Outcome Meetings and shared with Advisory Groups Feedback from Advisory groups through meeting summaries. Escalations to ESC.
	Reviews and monitors that the Trust provides **inclusive pastoral support**	TQD - HQ & IE	Lead	Lead	Monitor									Accountable	Monitor	KPI Student outcome dashboard shared with ESC
	Reviews and monitors that the Trust provides **EYFS** in line with requirements	ATGG 6.2	Lead	Accountable	Monitor									Accountable	Information	Updates shared with ESC and Advisors - Report from Director of Primary
	Reviews and monitors that the Trust provides quality **enrichment** opportunities to enhance personal development	TQD - HQ & IE	Lead	Accountable	Monitor										Monitor	KPI Dashboard content
	Monitor compliance with new food standards	School Food Standards statutory framework	Lead	Accountable								Monitor			Monitor	Executive summary
	Monitors **destinations** of school & college leavers to ensure that they are well prepared for the next stage of education, employment or training and prepared to become confident citizens.	TQD - HQ & IE	Lead	Accountable	Monitor									Monitor	Monitor	KPI Dashboard content
Finance & Operations	Uses **financial data and intelligence** to set a stable, accurate and sustainable long-term financial strategy for the trust. Has a clear approach to delivering value for money through effective budgeting and risk management.	TQD F&O			Approve	Lead					Accountable	Monitor				
	Identify any risks to the trust's ability to continue operating as a **going concern**. The trustees must then take ownership of the issue and the necessary action, including notifying the DfE.	ATH 2.21			Accountable	Lead					Lead					Annual Report and promp reporting to the Board of any matter that may materially affect the Trust's compliance, financial sustainability, propriety, regularity or ability to continue as a going concern.
	Ensures the Board has an **appropriate skillset** which includes having at least one individual with an understanding of finance and ESFA guidance	ATH 1.31			Monitor	Monitor			Lead	Monitor	Accountable					Skills report
	Ensuring compliance with **funding agreement** and ATH **requirements**	ATH 1.12 & 1.41			Accountable	Lead			Monitor		Lead		Monitor			Annual report of changes to ATH/ ATH Musts Report. The Accounting Officer shall provide regular and timely assurance to the Board regarding compliance and shall promptly disclose any actual or potential breaches, concerns regarding financial propriety, irregularity, control weaknesses or other matters that could have a material impact upon the Trust. This duty is personal to the Accounting Officer
	Evidence efficient and effective **use of resources**, for example through school and trust resource management benchmarking tools and Integrated Curriculum and Financial Planning within an agreed staffing structure	TQD F&O			Approve	Lead					Monitor	Accountable				Management Accounts to F & R every meeting Annual Budgets reviewed by F&R and recommended to Board
	Maintains and **invests sustainably** in the trust's capital infrastructure, including buildings, digital infrastructure and technology.	TQD F&O	Lead		Approve	Lead					Monitor	Accountable				SCA reporting/Operations Report/Climate Action Plan
	Operates a well-planned **reserves policy** that provides sufficient contingency for cashflow and any unplanned, urgent expenditure and aligns resources to expenditure priorities across all its schools.	TQD F&O	Lead		Approve	Lead					Accountable	Monitor				Applicable policy review
	Has **strong financial and information management** systems with effective oversight, for example ensuring data compliance and having policies and processes in place to minimise risk of fraud, data breaches and financial mismanagement.	TQD F&O				Lead					Monitor	Accountable				Applicable policy review and audit reports
	Project **spending limits** and **contracts**	Financial SoD			Accountable	Accountable		Monitor			Accountable	Monitor				Bespoke report to appropriate meeting
	Special payments & transactions - severance, compensations, ex-gratia, write offs, acquisition and disposal of fixed assets & leasing	ATH 5.6-5.18			Lead	Lead					Accountable	Monitor				Bespoke report to appropriate meeting

	Approve **finance policies** (charging and remission/procurement/Finance Regulations)	ATH 2.2, 2.6				Lead						Accountable				Applicable policy review
	Approve budgets which take into account improvement priorities and staffing structure	Academy Trust Handbook sections 2.9- 14	Lead	Lead	Approve	Lead			Accountable	Monitor						Budget & 3-year plan
	Ensuring the delivery of **monthly management accounts** and forecast, then managing cash position	ATH 2.9-2.22			Monitor	Lead			Accountable	Monitor						Monthly reporting to Chair of Boards/Chair of FRA and relevant reports to meetings
	Approving the Trust's investment and reserves strategy and for ensuring that any investments or cash deposits are managed in accordance with the Academy Trust Handbook and the Trust's investment policy.	ATH 2.23				Lead				Accountable						Investment update reports
	Monitoring **pupil premium** spend	Funding criteria	Lead	Accountable		Monitor									Information	DfE approved report templates
Governance & Leadership	Setting and championing the Trust's **strategy and vision** statement(consideration of taking on challenging schools and transforming previously underperforming schools by delivering broad and sustainable improvement and supporting the 'wider system' in sharing best practice.	ATGG 1.10 & 3.1, TQD - School Improvement			Lead				Accountable	Monitor			Monitor			Strategic Plan (including vision statement) Relevant sections of plan to go to agreed group
	Ensuring there is a **positive culture** which actively promotes the fundamental British values of democracy, the rule of law, individual liberty and mutual respect and tolerance for those with different faiths and beliefs)	ATGG 1.1	Lead	Lead	Lead				Accountable						Monitor	Staff and Student voice surveys
	Ensure the Board has a nominated **Careers lead trustee** and Advisors in Secondary settings have a Careers Link. Optional for colleges.	DfE statutory guidance for Careers					Lead		Accountable				Monitor		Monitor for own AG	Summer - Appoint links Autumn - Review links Spring - Report
	Appointing **new Trustees or Members**	AoA					Monitor	Accountable								As req, using skills report
	Establishing a **Governance Structure** and **appointing individuals**, incl. Chairs annual appointment, on board committees (Finance and Resources, Risk and Audit, Education and Standards and Advisory Groups)	ATH 1.29 & 3.6					Lead		Accountable							Governance Structure - SoD and ToR Reviews Appointing individuals - Recommendations to Board
	Provision of information - The trust must notify DfE of changes to the governance information, within 14 calendar days of the change and update their website and Companies House accordingly.	ATH 1.51-1.57			Monitor		Lead		Accountable							Governance Manager updates GIAS monthly or as changes occur
	External audit oversight and findings	ATH 4.14/4.15				Lead			Accountable			Monitor				Review the external auditor's plan (strategy report)each year
	Assess the **effectiveness and resources** of the **external auditor**	ATH 4.15				Lead			Accountable			Monitor				Auditors effectiveness report
	Producing an **annual report** and accounts, with regard to accounts consolidation exercises required by DfE	ATH 4.1- 4.4			Lead	Lead			Accountable	Monitor		Monitor				Annual Report & Accounts & Management Letter R&A /F&R review in first instance. Board approve. Members note in AGM
	Safe organisation and approval of **trips & visits**	Trust Policy	Lead	Monitor	Monitor	Lead				Accountable					Lead	Advisory Group approval processes
	Comply with the trust's **Articles of Association, charitable objects, with company and charity law**	ATH 1.12			Lead		Lead		Accountable			Monitor				
	Ensuring compliance with **equalities legislation** and ensures education is accessible to all (e.g. effectively teaches disadvantaged and SEND)	TQD F&O, TQD - HQ & IE	Lead	Lead	Lead		Monitor		Accountable				Monitor		Information	HR annual report to Board including update on E&D objectives and staff data Student outcomes and cohort data reviewed at ESC focusing on Key Group performance e.g. gender, Pupil Premium, SEND SEND Information Report
	Follow the Home Office's 'Revised **Prevent** duty guidance	ATH 1.15	Lead	Lead	Lead				Accountable						Information	Annual Safeguarding Report/Training register
	Ensure **Health & Safety** procedures are in place and strictly adhered to	ATH 1.22-1.24	Lead	Lead	Monitor	Lead						Accountable			Information	Advisors - Dashboard R&A - KPIS/Exec Summary H&S Committees on site (management)
	Ensure **GDPR requirements** are met	GDPR legislation	Monitor	Monitor				Lead				Accountable			Information	Advisors - Dashboard R&A - KPIS/Exec Summary
	Manage the **school estate** strategically and effectively and maintain the estate in a safe working condition.	ATH 1.25	Lead		Monitor	Lead		Monitor		Accountable						Annual Estates Report, incl SCA funding to F&R, Estates Strategy
	Setting **governance policies** (data protection, information sharing, cyber security, Freedom of Information (FOI), code of conduct, complaints, whistleblowing)	DfE Policy list			Lead	Lead	Lead	Lead	Accountable							Policies reviewed through agreed review cycles
	Setting **admissions** policies	School Admissions Code	Lead	Lead	Approve				Accountable							Written resolution by Board in Jan for sending to LA by deadline (28 Feb)
	Admit or refuse a school place for in-year admission applications.		Lead	Accountable												As required
	Setting **other policies** (not listed separately)	DfE policy list	Lead	Lead	Approve	Approve	Approve	Approve	Accountable							Policies reviewed through agreed review cycles
	Setting the length and structure of the **school day and week**.	Academy Trust Governance Guide 7.13	Lead	Lead	Approve				Accountable							As required to Board
	Setting **uniform and appropriate dress codes** for students	Academy Trust Governance Guide 7.16	Lead	Lead	Approve											
	Establishing **controls framework**	ATH 2.6			Lead	Lead			Accountable			Monitor				Audit programme/ Reports
	Maintaining **risk register**	ATH 2.43-2.47	Monitor	Lead	Monitor	Lead			Accountable			Monitor			Information	Risk register dashboard Risk register monitoring and updating
	Managing **conflicts of interest** and **related party transactions - including appoitment information**	ATH 1.51-1.54	Monitor	Monitor	Monitor	Lead		Monitor	Lead			Monitor			Monitor	Declaration of interests on every agenda plus annual reporting
	Ensuring adequate **insurance cover** is in place Inc. relevant approvals on indemnities	RPA			Monitor	Lead			Accountable			Monitor				Agenda Item
	Writes an annual self-evaluation form (SEF) or self-assessment report (SAR), as applicable based on previous academic year	n/a	Lead	Accountable	Approve										Monitor	SEF or SAR
	Setting **safeguarding practices** to safeguard and promote the welfare of children including nominating safeguarding lead trustee.	ATH 1.14/KCSiE/ISR	Lead	Lead	Accountable				Accountable					Monitor	Monitor	Policy/Safeguarding link updates/Annual Safeguarding report/mid-year update
	Evaluating governance	ATGG 4.8 & 4.9			Monitor				Lead	Accountable	Lead				Monitor	Annual internal review Skills/effectiveness/training audit/development plan
	Appointing **external auditor**	ATH 4.5- 4.8				Lead				Accountable	Monitor		Monitor			Tendering process every 5 years R&A involved in tender process. Recommend to Board. Members to approve.
	Appointing **internal auditor**	ATH 3.1				Lead					Accountable		Monitor			Tendering process every 5 years R&A involved in tender process. Recommend to Board.
	Sets expectations for a **high-performing working culture** for all staff that promotes collaboration, aspiration and support.	TQD - WF	Lead	Lead	Accountable		Lead				Accountable					People element of Strategic Plan

Workforce	Considers **workload, retention**, working **environments, CPD** and career **progression**.	TQD - WF	Lead	Lead	Accountable	Lead	Lead	Lead			Monitor	Information	Annual HR Report in December to Board*see notes re remaining items Gender Pay Gap Report in March to Board
	Recognises the critical value of **high-quality teaching** and **champions** the profession.	TQD - WF	Lead	Lead	Accountable		Lead					Monitor	Annual Staff Voice Survey Results
	Conducts recruitment, appraisal and pay progression (in line with policy) for CEO/COO/CFO - including appointing senior executive leader as Accounting Officer	ATGG 7.17.1 and ATH 2.31-2.35									Accountable		Remuneration Committee Report to Board
	Recruitment, appraisal and pay progression (in line with policy) for **Principals/Headteachers/Trust Directors /Vice Principals/Assistant Principals/Headteachers** within set range as recommended by Remuneration Committee.	As above	Lead	Lead	Accountable		Monitor						Remuneration Committee agree pay range CEO completes appraisal and agrees pay increases Any key appointments to be sent to Board and relevant AGs, for information
	Other than those roles specified in the 2 rows above, conducts **recruitment appraisal and pay** progression (in line with policy)	As above	Lead	Accountable	Monitor	Monitor	Monitor	Monitor					
	Conducts **recruitment, appraisal and pay progression** (in line with policy) for Governance Manager	As above			Lead		Monitor						
	Sets **HR policies** for disciplinary, grievance, capability and recruitment and selection policy)	ATGG 7.17.1 and ATH 2.31-2.35	Lead		Approve		Accountable	Approve			Monitor		Policies reviewed through agreed review cycles Delegated approval to CPO

Responsibilities
Accountable to Board (where delegated)/approval person and/or body
Lead person and/or body for implementing/taking action
Monitor- monitoring person and/or body