Scheme of Delegation

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Document control

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1. Purpose and related documents

This Scheme of Delegation sets out who performs, is consulted on, recommends, agrees, approves, monitors, scrutinises and is informed of each function of the Trust, across the Headteacher, the Local Governing Body (LGB), the CEO, the Board of Trustees and the Members. Trustees wish to leave day-to-day local governance to LGBs and the day-to-day school operations to the Headteacher when the school is operating effectively.

The Terms of Reference set out the purpose, membership, quorum and remit of the Members, the Board, its committees, each LGB and its committees. This Scheme sets out what each of them decides. Where the Terms of Reference say a matter is "to the extent set out in the Scheme of Delegation", this document is the one they mean.

The Scheme of Financial Delegation sets the monetary limits and financial authorities within which financial decisions are taken: ordering, virement, disposals, write-offs, income and property. This Scheme says who holds each decision, and the Scheme of Financial Delegation says up to what value. Where the two meet, the Scheme of Financial Delegation governs the value and this Scheme governs who holds the decision. Block E of the Table of Responsibilities is read with the Scheme of Financial Delegation.

The Board acts under Articles 100 to 106 of the Articles of Association. Article 104 makes the functions, duties and proceedings of LGBs subject to regulations made by the Trustees. Article 105 allows the Trustees to delegate any of their powers or functions, including the power to sub-delegate, to any Trustee, to a committee including an LGB, to the Chief Executive Officer or to any other holder of an executive office, in writing and subject to any conditions they impose, and allows any delegation to be revoked or altered. Article 105A allows a person holding a delegated power to sub-delegate it further, provided the Trustees are told as soon as reasonably practicable what was sub-delegated and to whom. Article 106 requires any committee, including an LGB, to report action taken under delegated authority to the next meeting of the Trustees.

2. Special provisions

2.1 Varying a school's scheme of delegation

Where local governance and/or day-to-day school operations is judged by Trustees to require support and improvement, Trustees may decide, at its discretion, to take responsibility from LGBs or school leadership for certain items within the Matrix of Delegation, and may vary the matters delegated where, for example, but not limited to:

- The LGB acts outside its delegated powers and limitations.
- The LGB is in breach of the Terms of Reference.
- The LGB is unable to fulfil its role and responsibility as defined in the scheme of delegation.
- The LGB is not quorate.
- There is a serious failure in safeguarding or Health and Safety compliance.
- The school is graded Needs attention or Urgent improvement in any evaluation area at inspection under the renewed Ofsted framework, or safeguarding is judged Not met.
- Standards are below National accountability levels and there is a lack of evidence to show improvement.
- The curriculum fails to provide for a broad and balanced education.

This list is illustrative only and shall not limit the rights of Trustees to suspend or remove any or all of the matters delegated where there are concerns.

In these circumstances, LGBs and the school will be provided with a varied scheme of delegation, setting out those areas for which the Trust has taken control and will provide support.

In the event of serious weakness and ineffective local governance, Trustees may decide to disband the LGB and replace it with a Trust Board appointed Interim Education Committee (IEC).

2.2 Temporary variation of an LGB's quoracy and composition

The Board of Trustees may, by resolution, amend the quoracy and composition of an LGB temporarily, for a stated period. The resolution names the school, states what is varied and states the period. The Board may withdraw a variation at any time. Every variation in force is reviewed in the summer term alongside the annual review of the governance structure and this Scheme under section 3.1 of the Terms of Reference.

The Terms of Reference are not amended by this power or by any exercise of it. Sections 3.4 and 6.1 of the Terms of Reference stand as worded for every school, and the standing model applies again at a school the moment a variation there is withdrawn or ends.

Article 101A of the Articles of Association provides for at least two Parent Local Governors on each LGB. A variation under this section does not change that.

Each exercise of this power is made by resolution of the Board and recorded in the minutes of the meeting at which it is made. It is not written into this Scheme. A period may be stated to end at the close of a named Board meeting rather than on a fixed date, and the Board reviews the variation at that meeting and may extend it there.

2.3 Board call-in of LGB decisions

The Board's power of call-in under this section cannot reach any decision whose decision-maker is fixed in law, namely the consideration and review of a pupil's exclusion, an admission appeal heard by an

independent appeal panel, the statutory stage of a complaint, and an appeal against the dismissal of a member of staff; subject to that, the Board of Trustees may call in and reverse any decision of an LGB taken while a variation under 2.2 is in force at that school.

A call-in, not a consent. An LGB decision takes effect and stands unless and until the Board reverses it. No LGB decision needs the Board's consent to take effect, and the LGB remains a decision-making body.

Held by the Board. The power is exercised by the Board of Trustees at a quorate meeting and by no one else. It is not delegated to the CEO, to the Chair or to any committee. The LGB exercises authority the Board delegated to it under Article 105, and the body that delegated the authority is the body that reverses its exercise.

The Chair may hold in abeyance, not decide. Where a decision needs to be stopped before the next Board meeting, the Chair of the Board may hold it in abeyance pending that meeting, and tells the Chair of Governors and the CEO in writing that it has done so and why. The Chair cannot reverse or amend the decision. If the Board does not reverse it at that meeting, the decision takes effect. Where a matter cannot wait for the next scheduled meeting, the Board meets as an extraordinary meeting.

How the Board learns of a decision. Through the route that already exists. Row C7 of the Table of Responsibilities requires draft minutes of every LGB meeting to reach Trustees within 14 days, and Article 106 requires action taken under delegated authority to be reported to the next meeting of the Trustees. No new notification route is created.

Where it applies. This provision applies at a school where the resolution making a variation under 2.2 provides for it, and lapses at that school on the day the variation is withdrawn or ends.

Reporting. Every exercise of this power, and every hold in abeyance by the Chair, is reported to the Board as a standing item at each Board meeting while the provision is in force. Where there has been none, a nil return is reported.

3. Glossary

Term	Meaning
Perform	The individual/group will follow agreed policies and procedures or carry out specified duties. They are accountable for executing or implementing decisions or policies. They may be required to report on the delivery of duties/actions. In the case of the CEO, reports will be to the Board, the LGB, they will be making reports in relation to their school to the Board and/or CEO (as appropriate) and the Head, they will be making reports in relation to their school to the CEO and/or LGB (as appropriate).
Consult	The individual/group that should be consulted as part of the process of completing a particular task. This role describes those whose knowledge and expertise is important in making the decision but does not imply that their input will be followed in all circumstances. This role is a supporting role
Recommend	The individual/group should make recommendations as to how a particular task should be completed or what particular course of action should be taken. The Recommend role typically involves a significant element of work in a decision. They may gather relevant input (Consult) and propose a course of action, sometimes alternative courses, complete with pros and cons so that the Approver's choices are clear, simple and timely.
Agree	This role represents a formal approval of a recommendation. The 'Agree' and the 'Recommend' should work together to come to a mutually satisfactory proposal to bring forward to the Approve group. Not all decisions need an Agree role, as this is typically reserved for those situations where some form of regulatory or compliance sign-off is required.
Approve	Approves the decision or activity. Accountable for making sure the activity is satisfactory and meets performance standards. May delegate work. There must be only one Approve body specified for each task.
Monitor	The individual/group which observes, checks and ensures the delivery of a particular task. They may be required to report to other groups.
Scrutiny	The individual/groups will undertake a careful and detailed examination of a particular task to ensure compliance.
Inform	The individual/group is told of the decision or activity once it has been taken. They do not take the decision, are not consulted on it and are not asked to agree it. This role carries no approval.
Head	Headteacher
TB	Trust Board
LGB	Local Governing Body
CEO	Chief Executive Officer (or members of the central team to which the function is delegated)
Governance Lead	A Local Governor nominated by the LGB to lead on finance or on operations and compliance, under section 6.1 of the Terms of Reference. One governor may hold both roles. Where a cell in the LGB column names a Governance Lead, the Lead does the monitoring through the termly meeting with the CFO or the COO and reports to the full LGB, which holds any decision.
Committee named in a cell	Where a cell names a committee of the Board or of an LGB, that committee does the work for the column it sits in, under its remit in the Terms of Reference.

4. Members

Under normal on-going Trust activities the Members do not get involved with the day-to-day operations of the Trust Board or the leadership activities of the CEO. Members keep a watching brief through the standing protocol for communication with Members at section 4 of the Terms of Reference: every CEO report to the Board is sent to them after the meeting at which the Board receives it, they are notified of any significant governance event, and they receive an annual confirmation that the register of interests is up to date. Members may also meet the Trust Board Chair and the CEO when required. Members hold the Trust Board to account for the effective governance of the Trust, but they have a minimal impact on the running of the Trust. Members are essential to the integrity of an academy trust structure. They are the last line of defence from the failure of governance and failure to uphold the charitable objects of the organisation.

5. Table of Responsibilities

Roles are defined in the glossary at section 3. Where a cell names a committee or a Governance Lead, that body or person does the work on behalf of the column it sits in. Row numbers carried from the Terms of Reference v23.1 are kept, so that a reference to a v23.1 row still finds it. New rows carry a letter suffix, except in block F, which is renumbered.

A. Structure and appointments

No.	Duty	Head	LGB	CEO	TB	Members
A1	Role descriptions for Trustees			Recommend	Approve	Monitor
A2	Trust Committees (structure, role descriptions, terms of reference and membership)			Recommend	Approve	Monitor
A3	Trust Committees- LGBs (structure, role descriptions and terms of reference)			Recommend	Approve	Monitor
A4	Trustees (Appoint /Remove)				Recommend	Approve
A5	Trust Board Chair (Appoint/ Remove)				Approve	Monitor
A6	Trust Board Chair 360° review			Consult	Consult Approve	Monitor
A7	Co-opted Trustees (Appoint/ Remove). Co-opted Trustees are at all times in the minority: the Trustees appointed by the Members always outnumber them, the CEO not counted (Terms of Reference, section 3.3)			Recommend	Approve	Monitor
A8	Trust Board Vice Chair (Appoint /Remove)				Approve	Monitor
A9	Appointment /removal of LGB Chair	Consult	Recommend	Recommend	Approve	
A10	Appointment /removal of LGB Vice Chair	Consult	Approve	Monitor	Monitor	
A11	Appointment /removal of Trust LGB governors	Consult	Recommend	Recommend	Approve	
A12	Removal of Parent and Staff governors	Recommend	Approve	Monitor	Scrutiny	
A13	CEO (Appoint/ Remove)				Approve	
A14	Accounting Officer (Appoint/ Remove)				Approve	
A15	Trust Officers: Chief Finance Officer, Chief Operating Officer, and Trust Lead for People and Workforce (and Company Secretary) (Appoint/ Remove)			Recommend	Approve	
A16	Governance Professional (Appoint/ Remove)			Recommend	Approve	
A17	Headteacher (Appoint/ Remove). The Board approves, as Article 107 and sections 3.1 and 5.1 of the Terms of Reference require		Recommend	Recommend	Approve	

No.	Duty	Head	LGB	CEO	TB	Members
A18	Appoint other members of the Central Team			Approve		
A19	Other senior school staff including Deputy and Assistant Heads and School Operation managers plus other interim senior leaders	Recommend	Approve	Consult		
A20	Remove local governance professional to the LGB	Recommend	Approve	Consult	Monitor	
A21	Appoint other school teachers, teaching assistants and support staff	Approve	Consult			
A22	Dismissal of other staff (not HT)	Recommend	Approve	Consult		
A23	Determining early retirement or requests for flexible working	Recommend	Approve	Consult		

B. Strategic objectives

No.	Duty	Head	LGB	CEO	TB	Members
B1	Determine the Trust's culture and ethos	Consult	Consult	Recommend	Approve	Consult
B2	Determine and deliver the Trust's strategic objectives, vision, Strategy and Key Performance Indicators	Consult	Consult	Recommend Perform	Approve Scrutiny	Monitor
B3	Determine and deliver each school's strategic objectives, vision and strategy in line with the Trust's vision, ethos and values	Recommend	Approve	Consult Monitor	Scrutiny	Monitor
B4	Effectiveness and scope of central services provided to the schools by the Trust	Consult	Consult	Perform	Monitor	
B5	Determine Trust policies in line with the Trust's ethos and values as a single entity	Perform	Perform	Recommend	Scrutiny Approve	Monitor
B6	Determine local school policies and internal procedures in line with the school's ethos and values	Perform	Approve	Scrutiny	Monitor	

C. Compliance

No.	Duty	Head	LGB	CEO	TB	Members
C1	Agree Articles of Association			Consult	Consult Recommend	Approve
C2	Appoint the Trust's financial auditors on an annual basis			Consult	Recommend	Approve
C3	Trust annual report			Perform	Approve Monitor	Scrutiny
C4	Annual cycle of business for Trust Board			Recommend	Approve	

No.	Duty	Head	LGB	CEO	TB	Members
C5	Annual cycle of business for Local Governing Bodies		Consult	Recommend	Approve	
C6	Use of LGB half termly agenda template as provided	Perform	Perform	Recommend	Scrutiny	
C7	Provision of LGB draft minutes to Trustees within 14 days	Perform	Perform	Monitor	Scrutiny	
C8	Scheme of delegation: Vary individual school schemes of delegation where additional support is required-see detail of special provisions.	Consult	Consult	Recommend	Approve	
C8a	Temporary variation of an LGB's quoracy and composition, by Board resolution, for a stated period, withdrawable at any time. The Terms of Reference are not amended (section 2.2)	Consult	Consult	Recommend	Approve	
C8b	Call-in and reversal of an LGB decision at a school where a variation under section 2.2 is in force, excluding any decision whose decision-maker is fixed in law (section 2.3)		Perform (decisions stand unless reversed; minutes to Trustees under C7)		Approve (the Board only; the Chair may hold in abeyance, not decide)	
C9	Remove/ amend make-up of LGB	Consult	Consult	Recommend	Approve	
C10	Funding Agreement – comply with all obligations including the Academy Trust Handbook	Perform	Perform	Perform	Monitor Perform	Scrutiny
C11	Regulatory comply with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Perform	Perform	Perform Monitor	Perform Monitor	Scrutiny
C12	Financial controls – implementation of appropriate financial controls and policies so that there is regularity, probity and value for money in relation to the management of public funds	Perform	Perform	Perform Monitor	Approve Monitor	Scrutiny
C13	Register of business interests, conflicts of interest and connected/ related party transactions, including the annual confirmation to Members that the register of Members, Trustees, Local Governors and senior staff interests is up to date (Terms of Reference, section 4)	Perform	Perform	Perform Monitor	Perform Monitor	Perform Scrutiny
C13a	Communication with Members under the standing protocol at section 4 of the Terms of Reference, including every CEO report to the Board, sent to Members after the meeting at which the Board receives it			Perform	Perform (Chair of the Board, jointly with the CEO)	Monitor
C14	Growth of the Trust - consider requests from other schools to join the Trust			Recommend	Scrutiny Approve	Scrutiny

No.	Duty	Head	LGB	CEO	TB	Members
C15	Compliance with statutory requirements, such as H&S, Fire Management, Safeguarding and Information, Governance and Data Protection	Perform	Perform. Monitor safeguarding through the Education, Standards and Staffing Standing Committee, and the rest through the operations and compliance Governance Lead	Perform Monitor	Perform Scrutiny	Scrutiny
C16	Develop and ensure oversight of all Trust buildings and property matters	Perform	Perform. Monitor through the operations and compliance Governance Lead	Monitor	Scrutiny	
C17	Appoint a Trust Senior Leader as Designated Safeguarding Lead to ensure compliance with child protection legislation via implementation of the Trust's Child Protection legislation			Recommend Perform	Approve	
C18	Appoint a safeguarding lead Trustee				Recommend Approve	
C19	Appoint a SEND lead Trustee				Recommend Approve	
C20	Appoint a SEND local governor to ensure to ensure impact is evident in pupil outcomes from the implementation of the SEND code of practice /policy/ EHC plans		Approve Perform	Scrutiny	Monitor	
C21	Appoint a safeguarding local governor		Approve Perform	Scrutiny	Monitor	
C21a	Appoint a careers local governor, in schools with pupils in Year 7 and above, as the DfE statutory careers guidance expects (Terms of Reference, section 6.1)		Approve Perform	Scrutiny	Monitor	
C22	Health and safety at school level: the operations and compliance Governance Lead holds the role, to ensure compliance with Trust H&S policies and practices, and that appropriate risk assessments are carried out by leaders and external advisers. There is no separate H&S local governor (Terms of Reference, section 6.1)		Approve Perform	Scrutiny	Monitor	

No.	Duty	Head	LGB	CEO	TB	Members
C23	Approve Admissions policy and/or arrangements (e.g PAN, age) in line with School Admissions and Appeals Code, to the annual statutory cycle: consultation of at least six weeks between 1 October and 31 January whenever changes are proposed, and at least once every seven years where none are; determination by 28 February; publication on each school's website by 15 March (Terms of Reference, section 5.7)		Consult	Recommend	Approve Monitor (Admissions and Appeals Committee proposes)	
C23a	In-year admissions: applications coordinated through the local authority, each ruled on and the outcome notified within 10 school days; a refusal states the reason and the parent's right of appeal to an independent appeal panel (Terms of Reference, section 5.7)	Consult		Perform (voting member of the Admissions and Appeals Committee)	Approve (Admissions and Appeals Committee)	
C24	Ensure compliance with GDPR and Trust's data protection policy and procedures	Perform	Perform. Monitor through the operations and compliance Governance Lead	Perform Monitor	Scrutiny Perform	
C25	Policies (statutory Trust-wide policies). A Trust policy needing no local amendment is adopted centrally and distributed by the COO, without an LGB adoption vote. A policy the school needs to amend goes to the LGB, or any committee of the LGB, to ratify. A policy the LGB should adopt goes to the LGB, or any committee of the LGB, to adopt. This may be a Trust policy governors should see, such as safeguarding, or a policy that is the school's own, such as the SEN information report.	Perform	Ratify where the school amends; adopt where required; Perform	Recommend	Approve	
C26	Policies- specific school policies	Perform	Approve	Monitor	Scrutiny	
C27	Publish annual strategy and impact reports for grant funding e.g pupil premium and sports premium	Perform	Approve	Monitor	Scrutiny	
C28	Convene local governors for any panels required i.e exclusions, disciplinary, capability, complaints, appeals	Recommend	Approve	Monitor		
C29	Self-evaluate Trust Board performance and impact annually			Recommend	Perform	Scrutiny
C30	Self-evaluate Local Governing Committees' performance and impact annually and report the outcome to the Trust's Full Board Meeting	Consult	Perform	Monitor	Scrutiny	

No.	Duty	Head	LGB	CEO	TB	Members
C31	Evaluate the CEO performance and impact annually		Consult	Consult	Perform Approve (Performance and Appraisal Committee)	
C32	Evaluate the Central Team performance and impact annually		Consult	Perform Approve	Monitor	
C33	Ensure website compliance	Perform	Perform. Monitor through the operations and compliance Governance Lead (website compliance audit)	Perform monitor	Scrutiny	Scrutiny
C34	Maintain accurate and effective and secure employee files- school level	Perform	Monitor	Scrutiny (Trust Lead for People and Workforce)	Scrutiny	
C35	Maintain accurate and effective and secure employee files- Central Team			Perform (Trust Lead for People and Workforce)	Scrutiny	
C36	Maintain an accurate and effective and secure Single Central Record (SCR)- school level	Perform	Monitor (Education, Standards and Staffing Standing Committee)	Scrutiny (Trust Lead for People and Workforce)	Scrutiny	
C37	Maintain an accurate and effective and secure Single Central Record (SCR)- CentralTeam			Perform (Trust Lead for People and Workforce)	Scrutiny	
C38	Undertake pre-appointment checks for staff & governance stakeholders inc. DBS – school level			Perform Monitor Scrutiny (Trust Lead for People and Workforce)	Scrutiny	
C39	Undertake pre-appointment checks for staff & governance stakeholders inc. DBS- Central Team			Perform (Trust Lead for People and Workforce)	Scrutiny	
C40	Trust risk register and risk mitigation plan, held and maintained centrally, including the financial and operational risks of each school			Perform Monitor	Scrutiny	Scrutiny

No.	Duty	Head	LGB	CEO	TB	Members
C41	School risks: oversight of the risks facing the school, escalation of identified risks to the Trust, and action on the mitigation measures the Trust requires. The school's financial and operational risks are held on the Trust risk register at C40	Perform	Monitor	Perform Monitor	Scrutiny	
C41a	Contingency and business continuity plan, developed, approved and maintained centrally; each school's arrangements consistent with it (Terms of Reference, sections 5.1 and 6.1)	Perform	Monitor	Perform (COO)	Approve	

D. School improvement

No.	Duty	Head	LGB	CEO	TB	Members
D1	School Development Plan Priorities	Recommend Perform	Approve Monitor	Agree Monitor	Scrutiny	
D2	All schools are compliant with statutory arrangements endorsed by the Trust	Perform	Perform Monitor	Monitor	Scrutiny	
D3	Deliver support to Looked After Children and Previously Looked After Children	Perform	Monitor	Monitor	Scrutiny	
D4	To implement SEND policy	Perform	Monitor	Perform Monitor	Scrutiny	
D5	To ensure the public sector equality policy objectives are met	Perform	Monitor	Perform Monitor	Scrutiny	
D6	Maintain accurate, effective and secure pupil records	Perform	Monitor	Perform Monitor	Scrutiny	
D7	Curriculum and teaching under the renewed Ofsted framework (September 2026): the suitability, planning and sequencing of the curriculum, and whether it is taught well	Perform	Monitor	Approve Monitor	Scrutiny	
D8	Early years, where the school's phase includes nursery, pre-school or Reception provision: a separately graded evaluation area, with the curriculum in line with the Early Years Foundation Stage (EYFS) framework. Does not apply to a middle school	Perform	Monitor	Approve Monitor	Scrutiny	
D8a	Post-16, where the school's phase includes 16 to 19 study programmes: a separately graded evaluation area covering the quality and outcomes of the provision, including retention, progress and destinations into education, employment or training. Does not apply to a first school or a middle school	Perform	Monitor	Monitor	Scrutiny	
D9	Ofsted: ensure schools are inspection ready.	Perform	Monitor	Monitor Perform	Scrutiny	

No.	Duty	Head	LGB	CEO	TB	Members
D9a	Safeguarding: whether each school would meet the standard for safeguarding, judged Met or Not met with no intermediate position. Where the standard would not be met, immediate action is required	Perform	Monitor	Monitor. Requires immediate action where the standard would not be met	Scrutiny (Education, Standards and Staffing Standing Committee)	
D10	Setting/agreement of pupil targets and outcomes	Perform	Monitor	Approve Monitor	Scrutiny	
D11	Provide accurate / reliable assessment data of pupils' progress and predicted attainment	Perform	Monitor	Monitor	Scrutiny	
D12	Implementation and impact of School-level CPD programme	Perform	Monitor	Recommend Monitor	Monitor	
D13	CPD for Trustees			Recommend Perform Monitor	Perform Monitor	
D14	CPD for LGB Governors	Consult Perform	Recommend Perform	Monitor	Monitor	
D15	Report on delivery and impact of ring-fenced funding (Pupil Premium, Sports Premium (Primary), SEND)	Perform	Monitor	Monitor	Scrutiny	
D16	Statutory changes to school organisation	Consult	Consult	Recommend	Approve	
D17	Relationships Education in line with statutory requirements	Perform	Monitor	Monitor	Scrutiny	
D18	Maintaining admission and attendance register in line with statutory requirements	Perform	Monitor	Monitor	Scrutiny	
D19	Implement behaviour policy	Perform	Monitor	Monitor	Scrutiny	
D20	Suspensions	Approve	Monitor	Monitor	Scrutiny	
D21	Exclusions. Permanent exclusion is the Headteacher's decision alone in law. The CEO is informed once it is taken and has no approval role. The LGB's statutory consideration of reinstatement is unchanged (Terms of Reference, section 6.3)	Perform	Monitor. Consider reinstatement through the Hearings and Appeals Committee, within 15 school days of notice of a permanent exclusion (Terms of Reference, section 6.3)	Inform	Monitor	

No.	Duty	Head	LGB	CEO	TB	Members
D21a	Off-site direction under section 29A of the Education Act 2002, as applied to academies by S.I. 2026/558: the decision to impose a direction, the statutory notice, the conduct of review meetings, and the decision after each review on whether the direction continues. The power belongs to the Trust as proprietor and is delegated to the Headteacher under Article 105. This delegation is conditional on the Headteacher reporting to the Local Governing Body at each of its meetings the number of pupils then subject to a direction, together with assurance that notices, review invitations, reviews and written decisions have been completed within the statutory timescales	Perform. Approve, and inform the CEO when a direction is made. Chair each review meeting and decide the outcome. Report to the LGB at each of its meetings	Monitor. Provide a member where the Headteacher invites one to a review meeting. Receive and test the Headteacher's report at each meeting	Informed when each direction is made. Nominate the central team member who is the Trust's representative at review meetings	Approve this delegation. Scrutiny	
D22	School Operational Hours / Term dates	Consult	Recommend	Approve	Scrutiny	
D23	Ensure school lunches are provided to appropriate nutritional standards to all children, including those eligible for free school meals	Perform	Monitor	Monitor	Scrutiny	

Overview of Strategic Financial Management

As a family of schools, our financial strategy seeks to make the best use of the resources at our disposal using the following core principles:

- **Consistent entitlement**: every child should have a consistent entitlement to financial resource in line with their own unique needs regardless of which school they attend.
- **Efficiency**: Headteachers and the central team must demonstrably manage the resources under their control as efficiently as possible.
- **Integration and Collaboration**: our aim is to ensure as much resource as possible is directed to the needs of the individual pupil. Whilst this involves focusing on efficiency it also means working together, and to support and share resources as best possible.
- **Sustainability**: the ongoing health of the organisation is based on operating within our income levels over the business cycle. Leadership at all levels, national, regional and within every school must be demonstrably committed to this end.

To support this strategy:

We monitor key KPIs such as Pupil Teacher Ratios (PTR), Pupil Adult Ratios (PAR), average levels of pay and pupil numbers v School capacity.

Headteachers remain accountable for school specific budgets and manage the bulk of our income in delivering front line education.

Local Governing Committees are responsible for monitoring the effective impact of ring-fenced funding including Pupil Premium, SEND and Sports Premium and Catch-up Funding.

Both groups are charged with ensuring they deliver value for money through adopting efficient structures, collaborating, and continually challenging themselves to improve the impact and cost of the work they do for our children.

Budget Setting

We are required by the DfE to submit an overall balanced budget. Every year a finance timetable is constructed detailing the phases of budget (and three-year plan) preparation including:

- An initial draft looks at next year's budget in February/March designed to flush out any future strategic challenges.
- This is followed by a detailed update in April/May once we have had formal confirmation of income from the DfE. These budgets are internally signed off by the CFO and the Accounting Officer prior to gaining Board approval. This budget is consolidated in May in order for us to meet the DfE's submission deadline.

The three-year financial plan is approved by the Trustees only. Schools are made aware of it and check their position against their agreed budgets (row E1a).

E. Finance

No.	Duty	Head	LGB	CEO	TB	Members
E1	Set Trust budget			Recommend	Approve	Scrutiny
E1a	Three-year financial plan, approved at Trustee level only. Schools are made aware of it and check their position against their agreed budgets (Terms of Reference, sections 5.1 and 6.1)		Monitor through the finance Governance Lead	Recommend	Approve	
E2	Set individual school budget	Recommend Perform	Recommend Perform	Monitor	Approve	
E3	Managing school budget according to the Trust Financial Manual	Perform	Monitor through the finance Governance Lead (termly meeting with the CFO and the Headteacher)	Recommend Monitor	Scrutiny	
E4	Determination of central recharge	Consult	Consult	Recommend	Approve	
E5	School delegated capital spending eg DFC	Perform	Approve (full LGB). Monitor through the finance Governance Lead	Monitor	Scrutiny	

No.	Duty	Head	LGB	CEO	TB	Members
E6	External capital grant funding eg TCaF	Consult	Consult	Recommend	Approve Monitor	
E7	School Management accounts		Monitor through the finance Governance Lead	Perform Monitor	Scrutiny	
E8	Trust Management Accounts			Perform Monitor	Approve Monitor	Scrutiny
E9	Trust insurance arrangements	Consult	Consult	Recommend	Approve	
E10	Trust Investments Policy including internal controls			Recommend	Approve	
E11	Trust Buildings, Asset and Premises Maintenance Strategy-school level provision of annual maintenance plan	Perform consult	Monitor through the operations and compliance Governance Lead	Recommend Monitor	Approve Monitor	
E12	Trust Buildings, Asset and Premises Maintenance Strategy-Trust level			Recommend	Approve	
E13	Acquiring and disposing of Trust Freehold owned land	Consult	Consult	Recommend	Approve	

F. Appraisal, pay and staffing

Block F is restructured from v23.1 block F, Pay and Performance, into three parts and renumbered. v23.1 rows 1, 3 and 4 each fused appraisal with pay, and are split between F(i) and F(ii). v23.1 row 2 is F5, rows 5 and 6 are F9 and F10, rows 7 and 8 are F12 and F13, and rows 9 and 10 are F14 and F16. F3, F11, F15 and F17 are new.

F(i) Appraisal

No.	Duty	Head	LGB	CEO	TB	Members
F1	CEO appraisal, conducted annually in the autumn term (Terms of Reference, section 5.5)				Approve (Performance and Appraisal Committee Perform)	
F2	Headteacher appraisal, conducted by the CEO (Terms of Reference, section 6.1)		Consult (Chair of Governors)	Perform	Scrutiny (Performance and Appraisal Committee, through F3)	

No.	Duty	Head	LGB	CEO	TB	Members
F3	CEO's report on the appraisal and performance of the Headteachers, the COO and the CFO (Terms of Reference, section 5.5)			Perform (attends as adviser, does not vote)	Scrutiny (Performance and Appraisal Committee)	
F4	Appraisal of school staff other than the Headteacher, in line with the Trust's appraisal policy	Perform	Informed by the Headteacher that the appraisal process is complete, with timings, review points and, if useful, a small sample of the types of target set. Governors do not sample appraisal evidence or interrogate individual targets (Terms of Reference, section 6.1)	Monitor. The central team samples appraisal across the schools and reports to Trustees	Scrutiny (Performance and Appraisal Committee receives the sampling report, Terms of Reference, section 5.5)	

F(ii) Pay

The CEO column of F6 is blank deliberately: the CEO has no role in setting the CEO's own pay. Pay progression at F8 is a statement of how the Teaching Staff Pay Policy works, not a delegated decision, and there is no separate row for withholding it. Withholding sits inside the formal capability process at F11, which has its own route and its own appeal.

No.	Duty	Head	LGB	CEO	TB	Members
F5	Set Terms and Conditions of Employment and salary scales			Recommend	Approve	
F6	CEO pay				Approve	
F7	Headteacher pay, in line with the Trust's Pay Policy (Terms of Reference, section 5.1)			Recommend	Approve	
F8	Teacher pay progression. Progression is applied under the Teaching Staff Pay Policy and is not a delegated decision. It may be withheld only where the teacher is in formal capability proceedings (F11)	Perform		Monitor		

F(iii) Staffing and casework

The staffing budget-impact check at F9 and F10 runs through the nominated finance Governance Lead, as section 6.1 of the Terms of Reference requires. For the CEO, the Chair of the Board of Trustees initiates formal capability proceedings at F11, as the CEO's line manager under section 3.1 of the Terms of Reference, and commissions the external agency that investigates and presents any case against the CEO at F17. The case is heard under section 5.6 of the Terms of Reference, and the Chair does not sit on the panel.

No.	Duty	Head	LGB	CEO	TB	Members
F9	School staffing structure within the agreed budget	Recommend	Approve, with the budget impact checked through the finance Governance Lead	Consult Monitor	Scrutiny	
F10	School staffing structure changes outside of budget	Recommend	Recommend, with the budget impact checked through the finance Governance Lead	Approve	Scrutiny	
F11	Initiate formal capability proceedings. For the CEO, the Chair of the Board of Trustees initiates, as the CEO's line manager (Terms of Reference, section 3.1)	Perform (school staff)		Perform (Headteachers)	Perform (the Chair, for the CEO)	
F12	Implementation of Trust HR policies- schools	Perform	Perform	Monitor (Trust Lead for People and Workforce)	Scrutiny	
F13	Implementation of Trust HR policies- central team			Perform Monitor (Trust Lead for People and Workforce)	Scrutiny	
F14	Hear Grievance, Disciplinary, Redundancy, Capability cases- school staff other than the Headteacher (LGB Hearings and Appeals Committee, Terms of Reference, section 6.3)	Perform	Approve (Hearings and Appeals Committee)	Monitor (Trust Lead for People and Workforce advises)	Monitor (only in respect of an appeal panel if required)	
F15	Hear Grievance, Disciplinary, Redundancy, Capability cases- Headteachers (Board Hearings and Appeals Committee: two Trustees and one member of an LGB, Terms of Reference, section 5.6)		Perform (one member of the panel)		Approve (Hearings and Appeals Committee)	

No.	Duty	Head	LGB	CEO	TB	Members
F16	Hear Grievance, Disciplinary, Redundancy, Capability cases- central team other than the CEO. Cases concerning a Trust Officer go to the Board Hearings and Appeals Committee unless delegated to the CEO (Terms of Reference, section 5.6). A case concerning other central staff that the CEO cannot decide, because the CEO is conflicted or the case concerns the CEO's own decision, goes to the Board Hearings and Appeals Committee. Every other central staff case stays with the CEO			Approve (Trust Lead for People and Workforce Perform)	Scrutiny. Approve (Hearings and Appeals Committee) only in a central staff case the CEO cannot decide	
F17	Hear Grievance, Disciplinary, Redundancy, Capability cases- the CEO (Board Hearings and Appeals Committee: three Trustees, Terms of Reference, section 5.6). Where a case is brought against the CEO, the Chair of the Board of Trustees commissions an external agency, which investigates and presents the case to the panel. No one inside the Trust investigates or presents it, and the Chair does not sit on the panel				Approve (Hearings and Appeals Committee). Perform (the Chair commissions)	

6. Document control

Related documents

- Governance & Management Structure Terms of Reference
- Scheme of Financial Delegation
- BMAT Articles of Association
- BMAT Funding Agreement
- Academies Trust Handbook (DfE)
- School Admissions Code
- Teaching Staff Pay Policy
- BMAT Finance Policy

Version control

Version number	Date issued	Author	Update information
Draft v26.1	21/09/2026	S Goodwin	Scheme of Delegation split out of the Governance and Management Structure and Terms of Reference, Approved v23.1 (24/10/2023), section 7, as a standalone document.
Approved v26.2	29/09/2026	S Goodwin	• Approved by the Board of Trustees, 29 September 2026 (minute 07g); drafting aids removed • Article 105 rewritten to carry functions as well as powers and the power to sub-delegate; Article 105A added • F4: central team samples appraisal and reports to Trustees; governors do not sample evidence (07c) • C21a careers local governor for schools with Year 7 and above (12d); C25 three local policy adoption routes (12b) • D21a added: off-site direction delegated to the Headteacher, reported to each LGB meeting (07f) • 2.2: temporary variation of LGB quoracy by Board resolution recorded in the minutes (07e); Article 101A requirement for two Parent Local Governors not affected • Provisions not decided on 29 September removed and taken to the November Board • Layout restructured to the Trust standard; tier codes removed