

Governance Structures and Scheme of Delegation For the academic year 2024-25

Agreed at a meeting of the Board of Trustees on: 19 Sep 2024

The role of members:

The members of the Trust are guardians of the governance of the Trust and as such have a different status to trustees. The articles of association describe how members are recruited and replaced, and how many of the trustees the members can appoint to the Trust board. The members appoint trustees to ensure that the Trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the board of trustees submits an annual report on the performance of the Trust to the members. Members are also responsible for approving any amendments made to the Trust's articles of association and appointing the Trust external auditors.

The role of the trustees:

The Trust is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably.

The academy trust is the legal entity with the board of trustees having collective accountability and responsibility for the academy trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements. Trustees must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In our trust this information is detailed in the trust finance policy. The scheme of delegation should be reviewed annually, and at the next available board meeting when there has been a change in trust management or organisational structure that would impact the effectiveness of any existing scheme of delegation.

The board of trustees provides:

- Strategic leadership of the academy trust: the board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the trust's culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier.
- Accountability and assurance: the board has robust effective oversight of the

- operations and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well maintained
- Engagement: the board has strategic oversight of relationships with stakeholders. The board involves parents, schools and communities so that decision-making is supported by meaningful engagement

The board has collective accountability and strategic responsibility for the trust. It has a focus on ensuring the trust delivers an excellent education to pupils while maintaining effective financial management and **must** ensure compliance with:

- the trust's charitable objects
- regulatory, contractual and statutory requirements
- their funding agreement

The board also has:

- strategic and statutory responsibility for safeguarding and special educational needs and disabilities (SEND) arrangements within (and across) the academy trust ensuring the promotion of pupil welfare and for keeping their estates safe and well-maintained
- a role in making sure that it delivers its commitment to other schools and academies, however it is done

The board of trustees has the right to review and adapt the governance structure at any time which includes removing delegation.

Delegation from the board of trustees:

The board of trustees, while remaining the accountable body, delegates to the Chief Executive Officer (CEO) responsibility for the day-to-day operations of the Trust.

The board of trustees has also chosen to delegate governance functions to the following committees:

1. Committees with delegated powers:

- Strategic & finance committee
- Education committee
- Audit & risk committee
- Staff and pupil discipline committee (aka First committee)
- Appeals committee (aka Second committee)
- Admissions committee
- CEO performance management committee

2. Advisory committees:

- **Chairs group**
- Hub boards
- Academy committees (where applicable)
- Parent council members
- Ethos groups

These committees/groups/individuals have a clear remit, and terms of reference where appropriate.

The role of the CEO:

The board of trustees delegates to the CEO the responsibility for the operation of the Trust, including the performance of the Trust schools. The CEO leads the Trust Senior Leadership Team (SLT), delegates leadership functions to the Trust SLT and is accountable to the board of trustees for the performance of the Trust SLT. The CEO performance manages executive leaders with appropriate contributions from the board of trustees.

The CEO is the Accounting Officer, therefore has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability, avoid waste and securing value for money. The CEO delegates to the **Director of Finance**, who is also the Chief Financial Officer, **and the Director of People & Operations** the responsibility for the day-to-day business operations of the Trust.

More information about the role of members, trustees and the accounting officer can be found in the following documents:

- [Academy Trust Governance Guide](#)
- [The Academy Trust Handbook](#)

Trustees should also the features of high quality governance as described in the [trust quality descriptors](#).

The role of the chair:

The chair of trustees does not exercise authority independently of the board, which delegates to the chair or any other committee, trustee or Trust SLT a range of responsibilities, subject to the Articles of Association and the Master Funding Agreement. In particular, no individual trustee (as a director) may enter into contractual undertakings on behalf of the Trust without prior authorisation.

Subject to the requirements below, the board of trustees authorises the chair to:

- Engage in routine correspondence with external stakeholders and to attend meetings as a representative of the Trust;
- Engage routinely with the CEO in a manner agreed between the chair and the CEO;
- Call an urgent and extraordinary meeting of the board within seven calendar days;
- Act in cases of urgency (see below) in such a way as they would be permitted to act under S8 of the School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 if the Trust were a maintained school.

Urgency:

The chair may exercise any function of the board of trustees which is capable of being delegated to an individual, where any delay in exercising this function would likely be seriously detrimental to the interests of the Trust and any school or setting within it; a pupil or their family; or an employee. 'Delay' means the time it would take to convene a meeting of the board.

Requirements

The chair of trustees should, in the exercise of the authorities above:

1. Seek the prior advice of the Accounting Officer, Chief **Financial Officer** and/or the Company Secretary;
2. In respect of matters likely to be significant or controversial to the Trust, seek the views of trustees;
3. Inform the board of trustees as soon as possible of any urgent actions and at every meeting of the Board of any other representations made as chair.

Governance layers:



Governance Hubs:

Partnership 1		Partnership 2		Partnership 3	
Hub board 1	Hub board 2	Hub board 3	Hub board 4	Hub board 5	Hub board 6
Bere Alston	Blackpool	Westcliff	Brixington	Charmouth	Portesham
Whitchurch	Newton Ferrers	Willowbank	Axminster	Hawkchurch	Chickerell
St Budeaux	Aveton Gifford	Chudleigh Knighton	Musbury	Colyton	Loders
Mary Dean's	Gatehouse	Rockbeare	St Andrew's	Sidmouth	Marshwood
	Salcombe	Lady Seaward's	Membury	Mrs Ethelston's	Thorncombe

Key	
A Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible	Responsible for the delivery. Does the work to achieve the task. Can be shared between groups/individuals.
C Consulted	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.
S Support	Offers input or challenge to a process, procedure or provision
I Informed	Needs to be informed
*Highlighted	Statutory expectation or necessary to comply with articles of association or funding agreement.
Highlighted	Consult / seek consent from Dioceses. (Academy trusts using Church model articles are required to involve and/or seek consent from the Diocesan Corporate Members on delegated matters pertaining to church academies, as indicated throughout this template.)

		Source	Members	Trust board	CEO	Strategic & finance committee	Education committee	Audit & risk committee	Hub boards / academy committees
	1. Board business								
1.1	Appoint/remove members	Articles	*A/R	I	C	S			
1.2	Appoint/remove trustees	Articles	*A/R	*A/R (co-opted only) I	C				
1.3	Elect chair of trustees	Articles		*A/R					
1.4	Appoint and remove trust board committee chairs	FFT		*A/R	S	C/I	C/I	C/I	

		Source	Members	Trust board	CEO	Strategic & finance committee	Education committee	Audit & risk committee	Hub boards / academy committees
1.5	Determine powers of trust board chair in urgent situation	Best practice		A/R					
1.6	Establish and review trust governance structure	Articles		*A/R	C (CEO and C Sec)	S	S	S	S/I
1.7	Agree named safeguarding trustee	KCSiE		*A/R					I
1.8	Agree named SEND trustee lead	ATH		*A/R					I
1.9	Appoint/remove hub board chairs	Articles		*A/R	S	S	S		S/I
1.11	Appoint/remove hub board members	Articles		*A	R (C Sec)	S	S		S/I
1.12	Appoint trust governance lead / company secretary	Articles / ATH		*A/R	R				
1.13	Agree hub board / academy committee clerking arrangements	Articles		*A/R	R	S	S		S
1.14	Appoint clerk to hub boards	FFT		*A	R (C Sec)				S/I
1.15	Articles of association: review	Articles		*A/R	C (C Sec)	C			S
1.16	Articles of association: agree changes	Articles	*A/R						
1.17	Agree committee terms of reference and appointment procedures	Articles		*A/R	C	S/I	I	I	S/I
1.18	Complete annual review of and agree scheme of delegation	Articles / ATH		*A R (agree)	R (review) (C Sec)	S	S	S	S
1.19	Complete annual trust board self-review	ATH		A/R	C (C Sec)	S			
1.20	Complete review of hub governance effectiveness	ATH		A/R	C (C Sec)	S	S		S
1.21	Publish governance arrangements on trust website with link to schools' websites	ATH		*A	R (C Sec)				
1.22	Ensure trust website is compliant and effective	ATH		*A	R			S	
1.23	Ensure school websites are compliant and effective	ATH		*A	R			S	

		Source	Members	Trust board	CEO	Strategic & finance committee	Education committee	Audit & risk committee	Hub boards / academy committees
1.24	Commission external review of board effectiveness as required (three yearly review recommended by NGA)	DfE		A/R	C (C Sec)	S			
	2. Vision, Strategy and Growth								
2.1	Determine trust's vision, strategy and key priorities	ATGG, ATH		A/R	R	C			C
2.2	Apply trust vision and strategy to individual schools	ATH		A	R	S			S
2.3	Agree SIP for individual schools	FFT			A/R				S/I
2.4	Agree KPIs and progress reporting arrangements for key priorities	ATH		A/R	R	R	R	R	S/I
2.5	Determine trust-wide policies which reflect the trust's ethos and values	ATH		*A/R	R	R	R	R	
2.6	Establish risk register and conduct regular review	ATH		*A	R (establish)	R (review)	R (review)	R (establish)	S
2.7	Determine a programme of internal audit in line with the risk register and monitor its delivery	ATH		*A	R	C	C	R	
2.7	Ensure engagement with stakeholders	ATGG /ATH		A	R	S	S	S	S
2.8	Determine Trust executive team staffing structure (e.g. CEO/DCEO / CFO / executive directors)	ATH / FFT		*A/R	R	C	S	S	
2.9	Agree significant changes in scope/provision (e.g. outsourcing / taking services in-house) of centrally provided services	ATH / FFT		A/R	C	S	S	S	
2.10	Determine growth strategy	ATH / FFT	I	A	R	C			
2.11	Agree to enter into management partnership / joint committee with maintained schools / SATs / MATs	FFT	I	A/R	C	C	S		
2.12	Commission and review due diligence of potential jointers	ATH / FFT			R	A/R			

		Source	Members	Trust board	CEO	Strategic & finance committee	Education committee	Audit & risk committee	Hub boards / academy committees
2.13	Agree to submit request to DfE RD advisory board (and SOGG where relevant) to approve schools / academy trusts joining the Trust (initial approval)	Articles / FFT		A/R	C	C			
2.14	Approve schools/academy trusts joining the Trust once academy order has been issued, following due diligence (final approval)	Articles / FFT		A/R	C	C	S		
3. Finance									
3.1	Appoint and remove external auditors	ATH	*A/R	C					
3.2	Appoint and performance manage chief financial officer	Articles / ATH		*A/R	R	C			
3.3	Produce trust's scheme of financial delegation	ATH		*A	R (CFO)				
3.4	Receive external auditors report	ATH	*A/R						
3.5	Action recommendations made by external auditors	ATH		*A	R	R		R	
3.6	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice	ATH		*A	R (CFO / CSec)	S		R	
3.7	Submit DfE required reports and returns	ATH		*A	R (CFO)				
3.8	Agree budget plan to support delivery of trust and school strategic priorities	ATH		A/R	C	C			S
3.9	Monitor trust budget	ATH / FFT		*A	R	R			
3.10	Carry out benchmarking and trust wide value for money evaluation	ATH		C	A/R	C			
3.11	Agree reporting and monitoring arrangements for trust and school budgets	ATH / FFT		*A	R	C			
3.12	Agree auditing and reporting arrangements for matters of	ATH / FFT		A	R	S	S	R	S

		Source	Members	Trust board	CEO	Strategic & finance committee	Education committee	Audit & risk committee	Hub boards / academy committees
	compliance (e.g. safeguarding, premises, HR)								
3.13	Receive and respond to internal auditors' reports	ATH / FFT		A	R	S	S	R	
3.13	Monitor academy estates to ensure safe and well maintained	ATH		*A	R	R			
3.14	Agree data protection policy and privacy notices	ATH / law		*A	R	R			
3.15	Agree health & safety policy	law		*A	R	R			
3.16	Agree premises strategic management plan (church schools)	ATH / law		*A	R	R			
	4. Workforce								
4.1	Appoint and dismiss CEO/Accounting Officer	Articles / ATH		*A/R	R (COO)	C			
4.2	Performance manage CEO	ATH		*A/R					
4.3	Agree CEO pay and reward	ATH		*A R (CEO PM cte)					
4.4	Appoint Trust executive team members (other than CEO / CFOO / C Sec)	ATH / FFT		C	A/R				
4.5	Conduct Trust executive team performance management and agree pay increments (DSI, DPD, CFOO and C Sec)	ATH / FFT		C (chair)	A/R	R (pay)			S
4.6	Conduct Heads of Schools performance management	ATH / FFT			A/R	R			S
4.7	Review and agree staff appraisal procedure and pay progression	ATH / FFT		A	R (other staff)	R (heads of schools)			
4.8	Determine non executive central team and school staffing structure	ATH / FFT			A R (central team)				

		Source	Members	Trust board	CEO	Strategic & finance committee	Education committee	Audit & risk committee	Hub boards / academy committees
4.9	Heads of Schools appointments and dismissal (church schools HoS)	FFT / Dioceses		S	A/R				S
4.10	Trust wide pay policy, terms and conditions of employment	DfE		*A/R	R				
4.11	Determine disciplinary and capability policies	DfE		*A	R				
4.12	Implement disciplinary and capability procedures – CEO and Trust executive team (*)	ATH / FFT		A/R					
4.13	Implement disciplinary and capability – non executive central team (*)	ATH / FFT		A	R				
4.14	Implement disciplinary and capability procedures – schools (*)	ATH / FFT		A	R				
4.15	Approval of exit payments/early retirement/pension discretion (above a certain threshold)	ATH		*A	R				
4.17	Agree whistleblowing policy			*A/R				R	
5. Pupils and learning									
5.1	Agree Trust safeguarding and child protection policy template	KCSiE / DfE		*A/R	R				
5.2	Agree Trust attendance policy template	DfE		*A	R				
5.3	Agree school uniform policy guidelines	DfE		*A	R				
5.4	Agree Trust policy for pupils with SEND	SEND code of practice		*A/R	R				
5.5	Agree Trust policy for supporting pupils with medical conditions	DfE		*A	R		R		
5.6	Agree Trust charging and remissions policy	DfE		*A	R	R			
5.7	Agree Trust pupil behaviour policy template	DfE		*A	R		R		

		Source	Members	Trust board	CEO	Strategic & finance committee	Education committee	Audit & risk committee	Hub boards / academy committees
5.9	Agree Trust relationships and sex education policy template	DfE		*A	R		R		
5.10	Agree equality information and objectives (public sector equality duty) statement and monitor delivery	law		*A/R	R				S
5.11	Approve trust-wide curriculum support / spines	DfE			A/R		S		
5.12	Ensure high standards of teaching and learning	ATGG / ATH		A	R		R		R
5.13	Set targets for trust outcomes	ATGG / ATH		A	R		R		
5.14	Plan and deliver individual academy improvement interventions and strategies	DfE			A		S		S
5.15	Determine & monitor use of pupil premium and sports premium	DfE		A	R		S		S
5.16	Ensure provision of religious education (church schools)	DfE / AoA		A	R				S
5.17	Ensure delivery of collective worship (church schools)	DfE / AoA		A	R				S
5.18	Set the dates of school terms and holidays	DfE		A	R				S
5.19	Set the times of school sessions	DfE		A	R				
5.20	Review head of school decision to suspend/exclude pupils	Suspensions / PEX guidance		*A/R					
5.21	Monitor rates of suspension and exclusion across the trust	Suspensions / PEX guidance		A/R	R		S		
5.22	Agree admissions policies	Admissions code		*A	R		R		

		Source	Members	Trust board	CEO	Strategic & finance committee	Education committee	Audit & risk committee	Hub boards / academy committees
5.23	Implement admissions appeal process	Admissions code		*A	R				
5.24	Determine complaints procedure	DfE		*A/R	C				I
5.25	Implement complaints procedure	DfE		*A	R				
5.26	Review complaints at panel stage	DfE		A/R					
6. Community									
6.1	Develop stakeholder partnerships across the trust (church schools / dioceses)	ATH		A	R	S	S		S
	Develop stakeholder partnerships at academy level	ATH			C				S

(*) Delegation for staff dismissal not included above, following a formal HR procedure:

- For teachers, school leaders and members of the Trust SLT: the first or second committee
- For teaching assistants, administrative staff and other staff: an appropriate senior school or Trust leader as defined in the relevant policy.

Adapted from NGA Delegation matrix - A template for multi academy trusts - August 2024