



## **SCHEME OF DELEGATION**

# SCHEME OF DELEGATION

## Signatories

I declare that I have read, understood and agree with the contents of this delegation framework.

School Name.....

ROLE	NAME	SIGNATURE
Chair of the Local Governing Board		
Headteacher		

Date of Implementation.....

## Contents

<b>Signatories</b>	Page 2
<b>Foreword</b>	Page 3
<b>The Governance Structure</b>  Organisation Chart  1. Members 2. Trustees 3. Trust Board Committees 4. Chief Executive Officer (CEO) 5. Headteacher 6. Executive Team 7. Local Governing Bodies	Pages 4 – 6
<b>Delegated Responsibilities</b>  Governance Overview Finance, Audit and Risk Education and Standards Human Resources Facilities and Estates	Pages 7 - 8 Pages 9 – 10 Pages 11 - 13 Pages 14 – 15 Pages 16 - 17

## **Foreword**

This document details the framework for effective governance at Achieve and Learn Trust. By Achieve and Learn Trust (“the Trust”) we mean all of the academies within the Trust, along with the Executive Team and Central teams that support these academies.

The Board of Trustees is the accountable authority as defined in the Articles of Association and the Academy Trust Handbook. However, some oversight, monitoring and decision making is delegated through the frameworks described in this document.

The Chair of the Board of Trustees and the Chief Executive Officer have approved this delegation framework as the appropriate approach to governance for Achieve and Learn Trust.

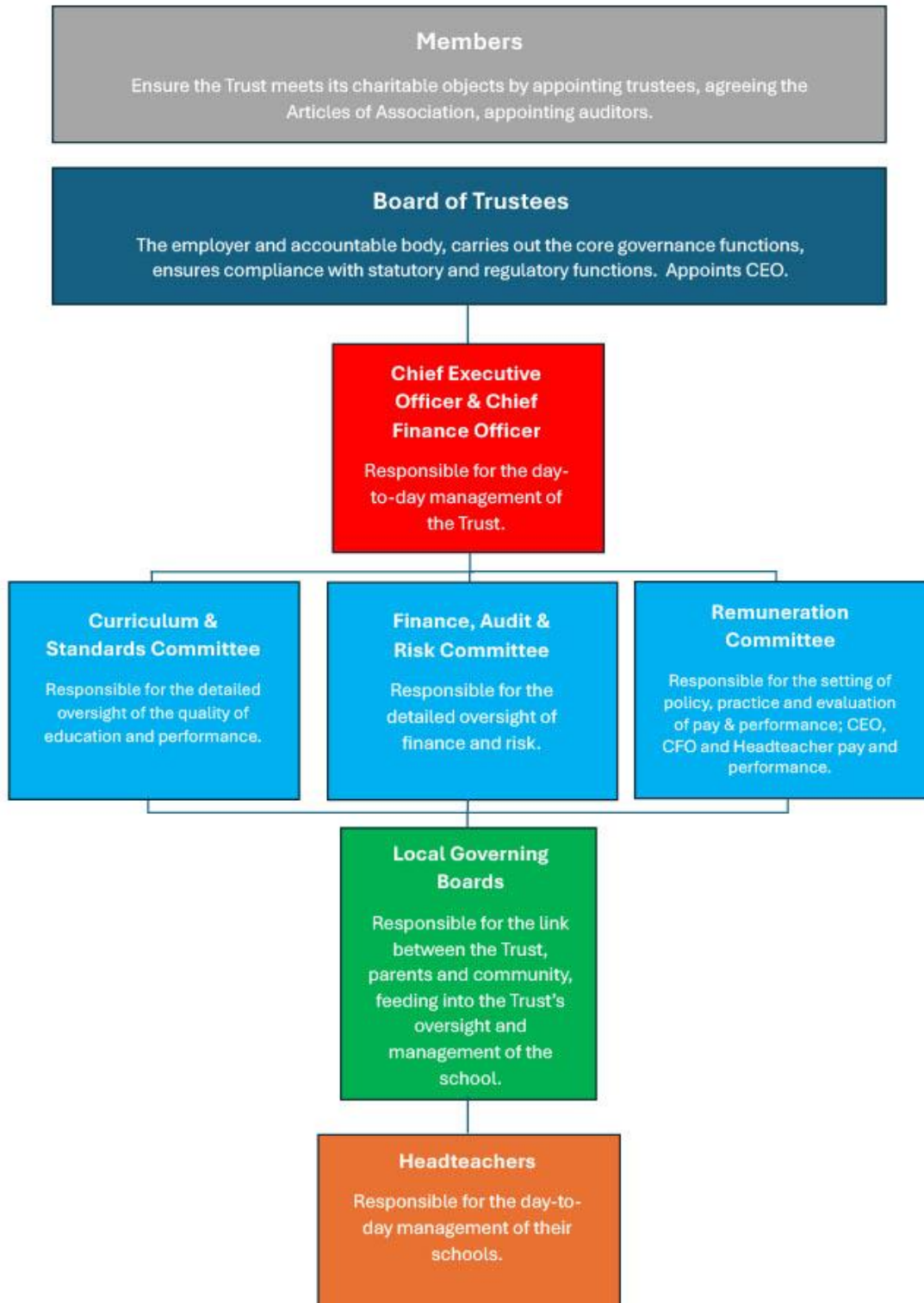
**Rachel Quesnel**

**On behalf of the Board of Trustees**

**Kim Earle**

**Chief Executive Officer**

## Achieve and Learn Trust Governance Structure



## **The Governance Structure**

### **1. The Trust**

The Trust is a company limited by guarantee and exempt charity. It is funded by way of funding agreements with the Secretary of State for Education and under those funding agreements it must comply with the Academy Trust Handbook.

The Trust operates the governance structure set out above. Greater detail on each level of governance is set out below.

### **2. Members**

Members have a distinct but limited role. It is, however, an incredibly important one. In summary, the role of Members is to act as the 'guardian' for the effective operation of the Trust assuring themselves that the Board is exercising effective leadership and governance of the organisation.

Members have a similar role to shareholders of a company limited by shares, and their powers are set out in the Trust's Articles of Association and within company law. Members appoint Trustees and are also able to remove Trustees they appointed if they fail to fulfil their duties properly in accordance with the Articles of Association. Whilst Members can also be Trustees, the Trust is mindful of the DfE's guidance contained within their Academy Trust Governance Guide (June 2025) that robust governance structures will have a significant degree of distinction between the Members and the Trustees. As such, only one Member can be appointed as a Trustee and sit on the Board of Trustees. Members must also approve, for example, changes to the Trust's Articles of Association or to its company name.

Members have the right to receive the Trust's audited annual report and accounts approved by the Trustees and appoint and remove the Trust's auditors.

Members meet at least once a year at the Annual General Meeting (AGM).

### **3. Trustees**

Trustees are both charity trustees (as the Trust is a charity) and company directors (as the Trust is a company).

The Board of Trustees (the Board) sets the vision and strategic direction of the Trust in accordance with its charitable objects, and has collective accountability and responsibility for the Trust and for assuring itself that there is compliance with regulatory, contractual and statutory requirements. The constitution of the Board is set out in the Trust's Articles of Association.

The Board may delegate some of its responsibilities to the Executive Team or committees, which includes local governing bodies (LGBs). In so doing, it holds the Executive Team and committees to account. The Board of Trustees also oversees the financial performance of the Trust and ensures that public money is well spent.

Trustees retain the power to remove any Governor where there are concerns raised by Ofsted, the performance of the school or conduct of Governors. Any decision made by the Trustees will be agreed by the Trust Board.

#### **4. Trust Board Committees**

The Board of Trustees has established three committees, with delegated authorities as follows:

The Curriculum and Standards Committee oversees the quality of education provided by the Trust in our schools. Its key responsibilities include monitoring attainment and progress and evaluating curriculum implementation across all key stages. It also ensures the Trust meets its statutory duties for safeguarding, behaviour and attendance, and for providing a high-quality, inclusive education for all learners. The committee monitors the self-evaluation process across schools and Academy Improvement Planning and impact.

The Trust Finance, Audit & Risk Committee to which the Board delegates financial scrutiny and oversight and which supports the Board in maintaining the Trust as a going concern. It oversees financial reporting, internal controls and risk management systems, compliance and internal and external audits.

The Remuneration Committee leads on any recruitment and selection process for the Chief Executive Officer (CEO) post. The Chair of the Trust conducts the appraisal of the CEO and recommends to the Remuneration Committee the remuneration of the CEO. This committee also determines the pay of the direct reports of the CEO, who are in the Central teams.

The detailed responsibilities of both Committees are set out in their Terms of Reference. All committees report back to the full Trust Board.

#### **5. Chief Executive Officer (CEO)**

The CEO is appointed as the Accounting Officer for the Trust to carry out the duties as outlined within the Academy Trust Handbook, including an accountability for the proper stewardship of public funds, regularity and propriety.

The CEO also has the delegated responsibility for operational leadership and management of the Trust.

#### **6. Headteacher**

The Headteacher is responsible for the day-to-day running of their academy. They bring regular reports to the school's Local Governing Body (LGB) on the overall performance of the school, progress of pupils and any other matters delegated to them.

#### **7. Executive Team**

The Executive Team comprises of the CEO and the Chief Financial Officer (CFO). The CFO has delegated responsibility for the Trust's financial procedures. The Executive Team will expand further with the Trust's growth and centralisation plan.

#### **8. Local Governing Bodies (LGBs)**

The responsibilities of the LGBs are set out in the Trust's Governor Handbook. LGBs are established by the Board and the Board may delegate certain responsibilities to them. Individuals who are appointed to an LGB are known as Governors.

In summary the main responsibility of LGBs within the Trust is to provide scrutiny of the delivery and impact of the Academy Improvement Plans, to monitor the academy is working

within agreed policies and help the academy to engage with all stakeholders. The LGB should also provide strong support and challenge to the academy leadership team.

Responsibilities and powers delegated to the LGB may be further delegated to a sub-committee or to the Headteacher as appropriate. See the detail in the delegated responsibilities section below and in the Trust's Governor Handbook.

### **Code of Conduct and Upholding Standards in Public Life**

Trustees and governors pledge to abide by the Trust's Vision and Values at all times, the Governance Code of Conduct and to uphold the Nolan Principles of Public Life:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Further information on the Nolan Principles is available on the DfE website: <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

Acceptance of these by Trustees and Governors is recorded in Trust Board and LGB meetings held at the start of each academic year.

## Delegated Responsibilities

### Governance Overview

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
<b>Set the Trust Vision, Values and Culture</b>	Board of Trustees	CEO	
<b>Set the Trust Strategy</b>	Board of Trustees CEO	CFO	
<b>Appoint and remove members</b>	Members		Articles of Association
<b>Appoint and remove Trustees</b>	Members		
<b>Appointment and dismissal of Chief Executive Officer</b>	Board of Trustees	Director of People and/or external legal advice	Trust's relevant HR policies
<b>Appoint and suspend Chair of LGBs</b>	CEO	Headteacher Executive Team	LGB Terms of Reference
<b>Dismiss an LGB chair</b>	Chair of the Board of Trustees	CEO Director of People and/or external HR advice	LGB Terms of Reference
<b>Appoint Governance Professional</b>	Board of Trustees	CEO and/or Director of People	Trust's relevant HR policies
<b>Appoint Clerks to the LGBs</b>	Chair of Board of Trustees	Governance Professional LGB Chair Headteacher	Trust's relevant HR policies
<b>Approve and amend the Articles of Association</b>	Board of Trustees DfE/Charity Commission	Members (for formal adoption) Governance Professional Executive Team	Articles of Association
<b>Approve and review the Delegation Framework</b>	Board of Trustees	Executive Team Governance Professional	Academy Trust Handbook

<b>Approve and review Terms of Reference for Trust Board Committees</b>	Board of Trustees	Governance Professional Executive Team	
<b>Ensure finance skill set on Trust Board</b>	Members Trustees	Board of Trustees CFO CEO	Academy Trust Handbook
<b>Approve and review Terms of Reference for LGBs and Pupil Disciplinary Committee</b>	Board of Trustees	Executive Team Headteacher LGB Chair	Articles of Association
<b>Appoint Governors to the LGBs and Pupil Disciplinary Committee</b>	CEO	Headteacher Executive Team	LGB Terms of Reference
<b>Suspend or dismiss Governors to the LGB and Pupil Disciplinary Committee</b>	CEO	Headteacher Executive Team	LGB Terms of Reference
<b>Oversee compliance with Data Protection Regulations and take responsibility for reporting data breaches to the Information Commissioners Office (ICO). The DPO reports directly to the Chair of the Board.</b>	The Trust's Data Protection Officer	Data protection co-ordinator in each school Headteacher	The Trust's Data Protection polices
<b>Ensure compliance with Equalities legislation</b>	Board of Trustees CEO	Headteacher LGB	Academy Equality Objectives
<b>Attend Trust/Academy inspections</b>	CEO Chair of Trust Board Vice Chair of Trust Board	Headteacher Members of LGB	Ofsted Inspection Handbook
<b>Approve Trust-wide policies</b>	Board of Trustees	Executive Team Unions for some staff policies	Governance Handbook Trust Policy Matrix
<b>Monitor use and implementation of all Trust policies</b>	Executive Team	Headteacher	Trust Policy Matrix
<b>Approve and review school specific policies e.g. behaviour for learning, examinations, educational trips</b>	Board of Trustees LGB	Headteacher	The Trust Policy Matrix
<b>Monitor use and implementation of all policies for the School</b>	LGB	Headteacher	The Trust Policy Matrix
<b>Replace and disband an LGB with an interim Governing Body and vice versa</b>	Trustees CEO	Headteacher	

## Finance, Audit and Risk

The committee shall meet at least three times per year.

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Prepare the proposed annual school budget	CFO	Deputy CFO Headteacher	Trust Finance Manual
Approve individual school budgets for each academic Year	Board of Trustees	Chief Financial Officer (CFO)	
Determine the proportion of the academies budget that will be a management fee for central operations	Board of Trustees	CEO, CFO	
Monitor expenditure of individual school against agreed annual budget to ensure there is no overspending	CFO Trust Finance, Audit and Risk Committee	Deputy CFO Headteacher	
Determine where any additional funding/income received by the school during the year, can be spent	CFO Trust Finance, Audit and Risk Committee	Headteacher CEO	
Approve/review Trust Finance Manual	Board of Trustees	CFO Deputy CFO	
Determine which contracts are to be procured Trust-wide	CFO	Deputy CFO	Trust Finance Manual
Authorise expenditure which is not already included in the Budget Plan up to £15,000	Executive Team	Deputy CFO Trust Operations and Safety Manager Headteacher	
Authorise expenditure which is not already included in the Budget Plan up to £50,000	Trust Finance, Audit and Risk Committee	Executive Team Deputy CFO Trust Operations and Safety Manager Headteacher	

<b>Authorise expenditure which is not already included in the Budget Plan over £50,000</b>	Trust Board	Executive Team	
<b>Open up a new bank account for a school or head office</b>	Board of Trustees	CFO	
<b>Approve, review and maintain Trust Risk Register</b>	Board of Trustees	Trust Finance, Audit & Risk Committee Executive Team	
<b>Approve, review and maintain Academy Risk Register</b>	LGB	Headteacher Executive Team	
<b>Appointment and removal of external auditors</b>	Members	CFO Board of Trustees	Academy Trust Handbook
<b>Appointment and dismissal of internal auditors</b>	Board of Trustees	CFO	
<b>Delivering annual report and accounts</b>	CFO Members	Board of Trustees External auditors CEO	Academy Trust Handbook
<b>Managing conflicts of interest and related party transactions</b>	CFO	Board of Trustees External auditors CEO Governance Professional	Academy Trust Handbook Trust Register of Interest
<b>Ensure compliance with DfE requirements (formerly ESFA)</b>	CFO	Board of Trustees External auditors CEO Governance Professional	Academy Trust Handbook
<b>Ensure adequate insurance cover is in place</b>	Board of Trustees	CFO	Academy Trust Handbook
<b>Agree a programme of work annually to deliver internal scrutiny for the Trust</b>	Trust Finance, Audit & Risk Committee		Academy Trust Handbook
<b>Oversee and approve the Trust's programme of internal scrutiny and ensure that risks are being properly addressed</b>	Trust Finance, Audit & Risk Committee		Academy Trust Handbook
<b>Report to the Board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and risk</b>	Trust Finance, Audit & Risk Committee		Academy Trust Handbook

## Curriculum and Standards

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
<b>Determine the academy's curriculum</b>	Headteacher and senior leadership determine local school curriculum (except in schools RI or below when it would be determined by the CEO) CEO	CEO Curriculum and Standards Committee LGB	National Curriculum Exam Board Specifications Music Development Plan British Values/SMSC PSHCE curriculum
<b>Ensure curriculum policies: RE, RSE and collective worship are regularly reviewed, delivered and updated in line with statutory requirements</b>	CEO	Headteacher LGB	Statutory guidance relating to these areas of provision
<b>Set and deliver school assessment in line with Trust approach</b>	Headteacher (except in schools RI or below when it would be determined by the CEO) CEO	LGB Headteacher (RI school or below) Curriculum and Standards Committee	Trust KS3 Assessment Procedures
<b>Determine the Academy's Improvement Plan and monitor progress</b>	Headteacher (except in schools RI or below when it would be determined by the CEO) CEO	LGB Headteacher (RI school or below)	Trust Strategic Plan Individual Academy Improvement Plan (eg. Post Ofsted)
<b>Ensure accessibility to high-quality and timely data at school and Trust level</b>	CEO CFO	Headteacher LGB Curriculum and Standards Committee Board of Trustees	
<b>Monitor pupil progress and attainment, including specific groups e.g. pupil premium</b>	Headteacher	CEO LGB Curriculum and Standards Committee Board of Trustees	

<b>Ensure high-quality CEAIG (Careers) provision across the Trust, in line with statutory guidance</b>	Headteacher	CEO LGB Curriculum and Standards Committee Board of Trustees	
<b>School Admissions Policy. Determine and consult where necessary to issue to the LA, in accordance with statutory requirements and timelines.</b> (The Trust is the admissions authority and delegates this responsibility to the Headteacher)	Headteacher	CEO LGB	DfE statutory guidance Schools Admissions Code
<b>Significant changes to the number, type or location of an academy i.e. changes which affect clauses in Achieve and Learn Trust's funding agreement</b>	Regional Schools Commissioner, following a recommendation by Board of Trustees	Local Authority LGB Headteacher Executive Team	DfE Advice: Making significant changes to an open academy and closure by mutual agreement
<b>Admissions decisions and appeals</b>	LGB Independent Appeals Panel (when applicable)	Headteacher CEO Local Authority	School Admissions Code (DfE)
<b>Academy opening times, term dates and inset days</b>	CEO	Headteacher	DfE Guidance
<b>Determine the academy's communication and Public Relations strategy</b>	CEO	Headteacher	Brand Guidelines Communication Strategy
<b>Complaints</b>	Stage1: Staff Member (informal) Stage 2 and Stage 3: Headteacher (formal) Stage 4: LGB Appeal Panel comprising three LGB members/Trustees	CEO Director of People and/or external legal advice	Achieve and Learn Trust Complaints Policy
<b>Exclusions</b>	Stage 1: Headteacher (or Deputy for fixed term only) Stage 2: Pupil Disciplinary Committee (Three LGB) Stage 3: Independent review panel	CEO Governor Services	Individual Academy Suspension and Exclusions Policy

<b>Excluding/banning parents and members of the public from the school premises</b>	Headteacher	CEO	
<b>Appoint a Designated Safeguarding Lead (DSL) and a Deputy with accountabilities as detailed in the Trust's Child Protection and Safeguarding Policy. Provide appropriate monitoring and training with regard to statutory guidance.</b>	Headteacher	Trust DSL CEO LGB	Trust Child Protection and Safeguarding Policy  Statutory Guidance- Keeping Children Safe in Education, Working Together to Safeguard Children.
<b>Appoint a governor with specific responsibility for safeguarding as per the Trust's Child Protection and Safeguarding Policy. Provide appropriate monitoring of policy application and training.</b>	LGB	Headteacher	
<b>Appoint a Trustee with specific responsibility for safeguarding as per the Trust's Child Protection and Safeguarding Policy. Provide appropriate monitoring and training with regard to statutory guidance.</b>	Board of Trustees	CEO	
<b>Deliver support for Looked After Children</b>	LGB	Headteacher	
<b>Appoint a Governor with specific responsibility for SEND. Provide appropriate monitoring and training.</b>	LGB	Headteacher	SEND Code of Practice
<b>Appoint a Trustee with specific responsibility for SEND. Provide appropriate monitoring and training.</b>	Board of Trustees	CEO	SEND Code of Practice
<b>Determine a Trust-wide Health and Safety Policy and template procedures for schools, for Trust Board approval.</b>	CFO	Trust Operations & Safety Manager Headteacher	Health and Safety at Work Act and associated regulations
<b>Appoint the Headteacher as the designated Health and Safety member of staff with overall responsibility in the academy</b>	CEO	Trust Operations & Safety Manager	
<b>Monitor compliance in their school with Health and Safety regulations and report to the Trust Operations &amp; Safety Manager</b>	LGB	Headteacher	Trust's Health and Safety Policy and Academy's Staff Handbook
<b>Monitor compliance in all schools with Health and Safety regulations and report to the Trustees</b>	CEO CFO	Headteacher Trust Operations & Safety Manager	

<b>Reporting of RIDDOR Accidents and Enforcement Notices</b>	Headteacher	Trust Operations & Safety Manager LGB
--	-------------	--

## Human Resources

<b>Decision/Activity</b>	<b>Accountable for the decision</b>	<b>Provide advice or input into the decision</b>	<b>Reference Policies or Relevant Documents</b>
<b>Carry out disclosure and barring service (DBS) checks and Section 128 checks</b>	Headteacher CEO	School Business Manager Director of People and/or external HR advice	
<b>Appointment/appraisals/dismissal of academy Headteachers</b>	CEO	Director of People and /or external HR advice External legal input LGB (appointments & appraisals only)	Trust's relevant staff policies
<b>Appointment of Academy Leadership Team</b>	CEO	Headteacher LGB	
<b>Dismissal of academy senior staff</b>	CEO	Director of People and/or external HR advice Headteacher	
<b>Appointment/appraisals of all academy staff below Senior Leadership Team</b>	Headteacher	LGB	
<b>Dismissal of all academy staff below Senior Leadership Team</b>	CEO	Headteacher Director of People and/or external HR advice	Trust's relevant staff policies
<b>Appointment of Trust's Executive Team</b>	Members Board of Trustees	Director of People and/or external HR advice	

<b>Appraisals of Trust's Executive Team</b>	Chair of Trust External Appraiser (CST or similar) for CEO Remuneration Committee Chair of Trust and CEO for CFO	Director of People and/or external HR advice	
<b>Appointment/appraisals of other posts in the Central Team structure</b>	CEO, CFO	Director of People and/or external HR advice	
<b>Dismissal of Trust's Executive</b>	Members	Board of Trustees External consultant/legal input	
<b>Dismissal of other posts in the Central Team structure</b>	CEO	Director of People and/or external HR advice	
<b>Determine academy non-Leadership Staffing Structure as part of the budget approval process</b>	CEO, CFO	Headteacher	
<b>Agreed Academy Leadership Structure</b>	CEO	Headteacher LGB Executive Team	
<b>Determine the Trust's Operational/central services structure for Finance, Governance, HR, IT, PR and Marketing, Operations &amp; Safety, Data Protection</b>	CEO, CFO	Board of Trustees	
<b>Approve changes to staffing structures at all levels</b> (Except for like for like appointments)	CEO, CFO	Headteacher Director of People	
<b>Approve the schools/central operations monthly payroll/final authoriser of monthly changes</b>	CFO Headteachers (their school)	Director of People and/or external HR advice	
<b>Headteachers' Pay</b>	CEO	Director of People Trust Remuneration Committee	
<b>Approval of Central Team remuneration</b>	CEO	CFO Director of People Trust Remuneration Committee	

<b>Pay of all school staff (excluding the Headteacher) (the pay scales and policies are Trust approved)</b>	Headteacher	Director of People and/or external HR advice	
<b>Determine the pay scales and other terms and conditions of employment for all school-based staff groups</b>	Board of Trustees	Executive Team	School Teachers Pay and Conditions Burgundy Book. NJC pay scales Green Book
<b>CEO's appraisal and remuneration (pay &amp; terms and conditions)</b>	Chair of Trust Board Remuneration Committee	CFO	
<b>The pay of the direct reports of the CEO</b>	Remuneration Committee	CEO (recommends)	
<b>Apprenticeship standards-staff access to funding through the shared apprenticeship levy</b>	Executive Team	Director of People	

## Facilities and Estates

<b>Decision/Activity</b>	<b>Accountable for the decision</b>	<b>Provide advice or input into the decision</b>	<b>Reference Policies or Relevant Documents</b>
<b>Set the Operations and Safety Strategy for the Trust</b>	CEO CFO Trustees	Trust Operations & Safety Manager	
<b>Develop specification, production of tender documentation, overseeing selection recommendation entering in formal contracts</b>	CFO	Trust Operations & Safety Manager Headteacher	
<b>Appointment and determination of academy cleaning and catering contractors/contracts (Trust-wide contract if applicable)</b>	CFO	Trust Operations & Safety Manager Headteacher	

<b>Appointment and determination of academy Preventative and Planned Maintenance Contracts</b>	CFO	Trust Operations & Safety Manager Headteacher	
<b>Contract administrator of all premises/facilities related services contracts</b>	Trust Operations & Safety Manager	CFO Headteacher	
<b>Standardisation of all statutory assessment across the Trust – legionella, fire, asbestos and statutory compliance and Health and Safety Risk Insurance audits</b>	Trust Operations & Safety Manager	CFO Headteacher	Health and Safety Policy and statutory regulations
<b>Oversee compliance with facilities and estates management standards across all schools</b>	Trust Operations & Safety Manager	Executive Team LGB Headteacher	DfE Estates Management Guidance
<b>Project management for capital improvement works</b>	Trust Operations & Safety Manager Project Management Consultants	Executive Team Headteacher	
<b>Approval of any structural works or change of use of the existing school buildings</b>	CEO Trustees	CFO Trust Operations & Safety Manager LGB Headteacher	
<b>Approval of any new rental or leased building proposal for all schools</b>	CEO Trustees DfE	CFO Trust Operations & Safety Manager LGB Headteacher Project Management Consultants	

# Achieve Learn Trust. Better, together.