



# **Scheme of Delegation 2024-25**

## Document Intent

Our Scheme of Delegation (SoD) defines the lines of accountability and responsibility within Shaw Education Trust, to ensure that the Members, Trustees, Executive Leaders, Academy Councillors and Principals understand their roles and responsibilities. Shaw Education Trust reserves the right to delegate and vary levels of accountability according to the performance of an academy.

The SoD is complimented by the following key governance documents:

Role	Essential Key Documents
All	<ul style="list-style-type: none"> <li>• SET Governance Handbook Parts Two and Three</li> <li>• <a href="#">Academy Trust Governance Guide</a></li> <li>• <a href="#">Academy Trust Handbook</a></li> <li>• <a href="#">The Nolan Principles</a></li> <li>• The <a href="#">Vision</a> and <a href="#">Values</a> of the Shaw Education Trust</li> </ul>
Members	<ul style="list-style-type: none"> <li>• SET Articles of Association</li> </ul>
Trust Board and Sub- Committees	<ul style="list-style-type: none"> <li>• The Trust Board's Terms of Reference – please see the SET Governance Handbook Part Two</li> <li>• <a href="#">The Essential Trustee</a></li> <li>• Trustee's Code of Conduct</li> </ul>
Local Governance	<ul style="list-style-type: none"> <li>• SET Governance Handbook Part Three</li> <li>• Code of Conduct for Local Governance</li> </ul>

**Personnel listed in the Scheme of Delegation :** The table below highlights only those individual or team leaders who are mentioned within the SoD. However, all SET central team and academy staff are involved in ensuring that responsibilities within the SoD are carried out.

<b>Personnel listed in the Scheme of Delegation</b>		
<b>C-Suite</b>	Chief Executive Officer (CEO)	Jo Heard-Jones
	Deputy Chief Executive Officer (DCEO)	Kerry Inscker
	Chief Finance Officer (CFO)	Helen Turner
	Chief Education Officer (CEdO)	Neil Warner
	Chief People Officer (CPO)	Stephen Watson
	Chief Infrastructure and Digital Officer (CIDO)	Pete Potts
<b>Directors (with delegated responsibility)</b>	National Director Primary (NDP)	Rachel King
	National Director Special Schools (NDSS)	Melsa Buxton
	National Director Systems Leadership (NDSL)	Nick Heard-Jones
	Regional Director of Quality and Accountability (South) RDQA	Mark Howes
	Regional Director of Quality and Accountability (North) RDQA	Dawn Platt
	Director of Governance (DofG)	Beth Barlow
	Director of Safeguarding (DofSg)	Brian Duffy
	Director of Estates (DoE)	Chris Williams
	Director of Digital Services (DSS)	Vacant
	Director of IoE (DIoE)	Berni Pearce
	Regional Head of Digital Services (RHofDSS)	Dave Orum and John Lavelle
	Data Protection Officer (DPO) and Marketing and Communication Manager (MCM)	Chris Spender

<b>KEY: RASCI</b>	
<b>Accountable</b>	Post-holder is ultimately accountable for ensuring achievement of the task and is answerable for the outcome of the task or process
<b>Responsible</b>	Post-holder has been delegated the obligation to perform the task or comply with the rule and, where appropriate, of ensuring tasks are completed through their teams
<b>Consulted</b>	Post-holder's views may be sought to ensure successful achievement of the task
<b>Supports</b>	Post-holder will be required to contribute in some way to ensuring tasks are complete
<b>Informed</b>	Post-holder may have information shared with them, they have no role in the task

## Governance and Leadership: Trust Board and Members

### Authority of Members:

- Appointment and removal of Members and contribution to appointment and removal of Trustees as required
- Contribution to appointment of CEO and appointment of CEO as a Trustee
- Appointment of external auditor in accordance with the Academy Trust Handbook, upon recommendation from the Trust Board
- Can amend the Articles of Association
- Receipt of the Annual Accounts at the Annual General Meeting
- All other areas are delegated to the Board of Trustees

### Requirement to comply by Members and all other colleagues with delegated responsibility:

- Ensures effective governance in line with the Governance Handbook and operates within the Seven Principles of Public Life, the 'Nolan Principals'
- Comply with all obligations of the Funding Agreement including the Academies Financial Handbook
- Comply with all regulations affecting the Trust (including charity law, company law, employment law and Health and Safety)
- Operates the Trust and the Academies by the objects outlined in the Articles of Association

	Trustees	CEO	C-Suite	Central Team	AC/IEB	Headteacher
Appointment and removal of Trustees, CEO, Accounting Officer and Clerk to the Trust Board, nominating safeguarding and SEND lead Trustees	A/R	C	I	I	I	I
Set the Trust vision, culture and values	A	R/C	C	C	C	C
Approval of the Trust Strategy for setting priorities, creating accountability and monitoring progress towards goals	A	R	C	C	C	C
Approval of Annual Accounts, appointment of external and internal auditors, approval of Scheme of Delegation	A/R	/	/	/	/	/
Ensure appropriate Trust-level financial controls so that there is regularity, probity and value for money in the management of public funds	A	A	A/R CFO	S	I	S
Take out Director (Trustee) Indemnity Insurance Cover	A	C	R CFO	/	/	/
Acquisition of legal entities (including academies) and entering into, or withdrawing from, a formal partnership	A/R	C	C	S	I	I
Maintenance of register of interests	A/R	C	S	S DofG	/	/
Set governance policies (data protection, information sharing, cyber security, Freedom of Information (FOI), code of conduct, complaints, whistle blowing)	A	R	R C-Suite	S DofG	/	/

Quality Assurance of Local Governance arrangements and ensures GIAS and website is up to date with governance information	A	R	A/R DCEO	A/R DofG	S AC information	A/R Academy website
Recruitment, appointment and removal of Academy Councils, including appointment of the Chair	A	R Approves	A DCEO	A/R DofG	R Recommends	R Recommends
Designation of Academy Councillors as links for Safeguarding, SEND and statutory grants (eg Pupil Premium) and ensuring two parents are members of the AC	A	R	R DCEO	R DofG	A/R	A/R
Approval of SET Governance Handbook (Part 3) for Academy Council (includes Terms of Reference)	A	A	R DCEO	R DofG	I	I
Authorised to approve/amend academy level Scheme of Delegation (SoD)	Delegated	A	R C-Suite	R RDQA	C	A/R
Ensures adherence to trust level policies and approves academy level policies and ensures adherence to these	Delegated	A	A/R C-Suite	R DofG	A/R	A/R Within academy
Ensure academy website is compliant with statutory information and kept up-to-date	Delegated	A	A CEdO	A/R RDQA	/	A/R
<b>Safeguarding</b>						
	<b>Trustees</b>	<b>CEO</b>	<b>C-Suite</b>	<b>Central Team</b>	<b>AC/IEB</b>	<b>Headteacher</b>
Ensure a trust wide Safeguarding & Child Protection Policy is in place and compliant with statutory guidance, trust safeguarding practices are compliant with statutory guidance, including appointing a designated safeguarding lead (DSL) in each academy	A	A	A/R DCEO	A/R DofSg	R Link safeguarding councillor	A/R Academy DSL and practices
Ensure that a policy is in place and details the procedures following allegations made about staff including Principals	A	A	A/R CPO	S	I	I
Complete and maintain a Single Central Register (SCR) - for the Trustee Board, the SET Central Team, Academy Councillors and academy employees, including carrying out disclosure and barring service (DBS) checks	A	A	A/R CPO	S	I	A/R SCR/DBS within academy
Ensure an annual safeguarding audit is completed at each academy and reported to the Trust Board each full meeting	Delegated	A	A DCEO	A/R DofSg	R Receives report	R For academy
Ensure appropriate members of staff and academy councillors are trained in safer recruitment and all appointments comply with Safer Recruitment and HR files are maintained in accordance with SET policy	Delegated	A	A/R CPO	S	I	A/R Within academy
Ensure academy staff receive regular and appropriate safeguarding training and that files related to the protection of children are well-organised and held securely	Delegated	A	A DCEO	A/R DofSg	I	A/R Within academy

Ensure SET central team receive regular and appropriate safeguarding training	Delegated	A	A DCEO	A/R DofSg	/	/
Ensure internet filters and monitoring procedures in place	Delegated	A	A/R DCEO/ CIDO	A/R RHofDSS/ DofSg	I	A/R Within academy
<b>High Quality and Inclusive Education</b>						
	<b>Trustees</b>	<b>CEO</b>	<b>C-Suite</b>	<b>Central Team</b>	<b>AC/IEB</b>	<b>Headteacher</b>
Production and approval of Trust Education Policies which are monitored for positive impact and embedded into each academy	A	A	A/R CEdO	A/R ND/RDQA	I	A/R Within own academy
Ensure accurate self-evaluation underpinned by rigorous and robust monitoring in academies	Delegated	A	A CEdO	A/R ND/RDQA	I	A/R Within own academy
Approval of academy development priorities and sprints	Delegated	A	A CEdO	R ND/RDQA	A/R	R Ensure AC approve
Approval, setting and monitoring of the performance of the trust academies including student achievement and attendance; teaching and learning; and student behaviour, attendance and wellbeing.	A	A	A/R CEdO	A/R ND/RDQA DQofE	C	A/R Apply to own academy
Reporting of trust and academy performance to Trustees, and production of data and analysis as required	Delegated	A	A/R CEdO	R ND/RDQA	I	R Own academy data quality
Ensuring academy curriculum is ambitious for all students and is appropriate to sector/ability including SEND and the most able, and that this impacts positively on student progress and outcomes through rigorous and robust monitoring	Delegated	A	A/R CEdO	A/R ND	R	A/R
Ensure high quality personal development opportunities for all students, including careers advice (GATSBY/Baker Clause) within academy	Delegated	A	A/R CEdO	A/R ND	R	A/R
Approval of academy trips and visits, including residential in the UK and overseas, and ensuring robust risk assessments are in place, including the appointment of an appropriately trained visit leader	Delegated	A	A CEdO	R ND International	R UK Residential	A/R UK only
Ensure the appropriate levels of support, challenge and intervention to support delivery of education outcomes through high-quality teaching and learning	Delegated	A	A	A/R ND/RDQA	C	A/R Within academy
Ensure rigorous, accurate and appropriate assessment systems are in place including compliance with external examinations and SET policy requirements, and that there are reports to parents as appropriate.	Delegated	A	A CEdO	A/R ND/RDQA	C	A/R

Ensuring attendance policy and procedures are robust and PAN is appropriately approved (including any changes) and that the appeals process is carried out as per DfE expectations	Delegated	A Approves PAN	A/R CEdO Recommends PA changes	A/R ND/RDQA	S Recommends changes	A/R Provides business case for PAN change
Keeping admission and attendance registers according to statutory requirements	Delegated	A	A CEdO	R RDQA	I	A/R
Ensure suspensions and exclusions are used appropriately and according to statutory requirements	Delegated	A	A CEdO	R ND (PEX approval) RDQA	R Sit on panels	A/R PEX approvals from ND
Accountable for managing issues in relation to students through appropriate policies, including behaviour, pastoral support, support for SEND students (including reasonable adjustments) etc	Delegated	Delegated	A CEdO	R ND/RDQA /DQofE	S	A/R
Ensure strong parental engagement and regular communication with varied opportunities to increase parental involvement in their child's education and wider academy community	Delegated	Delegated	A CEdO	R ND/RDQA	R	A/R
Set term dates, length of the academy day (taking into account 1265 rules) and ensure all-year-round operating arrangements	Delegated	Delegated	A CEdO	R ND Term date approval	S	A/R Term date approval from ND
Reviewing and challenging the value for money / return on investment for the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Delegated	A	A CEdO	R ND/RDQA	R	A/R
Delivering services for Looked After Children	Delegated	Delegated	A CEdO	R ND/RDQA	S	A/R

## Workforce

	Trustees	CEO	C-Suite	Central Team	AC/IEB	Headteacher
Create a positive culture across the trust for all people, ensuring compliance with equalities legislation	A	A	A/R CPO	S	R	A/R Within academy
Creation and approval of new and revised job descriptions and posts, ensuring appropriately evaluated salary/grade	Delegated	A	A/R CPO	S Finance	S	R Consult People Team
Authorised to agree/vary employment Terms & Conditions - hours and working weeks	Delegated	A	A/R CPO	S Finance	I	R Consult People Team
Recruitment and appointment of all staff, and signing of employment contracts	Delegated	A	A/R	S	S	A/R Recruitment via

			CPO			SET
Recruitment and appointment of Executive Team Members and Principals, and signing of employment contracts	Delegated	A	R CPO	S	S	I
Annual approval of employment policies, including the pay policy	A	R	R CPO	I	I	I
Determination of pay ranges - including executive pay, appointments outside range in the salary structure, awarding of allowances in accordance with the STPCD and the value of other discretionary allowances	A	A	A/R CPO	S Finance	S	R Must consult People Team
Annual pay progression and appeals process, including executive pay progression through Noms and Rems committee	A	R	R CPO	C	C	C
Ensuring appropriate appraisal/performance management procedures are in place for all staff, including use of 'Do Your Job'	Delegated	A	A/R CPO C-Suite	R Line Managers	C	A/R For all staff within academy
Approval of formal restructure plans	Delegated	A	A/R CPO	R Finance and People	S	R Produce business case with SET
Following a misconduct panel, authority to issue warnings or other disciplinary measures except dismissal	Delegated	Delegated	A/R CPO	S	S	R Seek SET Support
Following a misconduct panel, authority to issue dismissal and appeals for gross misconduct and misconduct	Delegated	Delegated	A/R CPO	S	I	R Seek SET approval
Maintenance of records and data entry into central HR software	Delegated	Delegated	A/R CPO	S	I	A/R
SET Apprenticeship Academy management including application approval, financial oversight, QA and reporting to ESFA as required	Delegated	Delegated	A DCEO/CFO	A/R NDSL	/	/
SET NPQ/ECF Programme management including partnership contract with Ambition Institute, application approval, financial oversight, QA and reporting	Delegated	Delegated	A DCEO	A/R NDSL/DIoE	/	/
<b>Finance and Operations</b>						
	<b>Trustees</b>	<b>CEO</b>	<b>C-Suite</b>	<b>Central Team</b>	<b>AC/IEB</b>	<b>Headteachers</b>
Set the funding mechanism for central services through top-slice or gag-pooling and removal of financial delegation	A	R	R DCEO	I	I	I
Income management ensure robust cash position, cautious investment (including contingent revenue reserves (5% secondaries, 8% primary and special schools)	A	A	A/R CFO	S	/	A/R Academy reserves



Charging and remissions policy in place and implemented appropriately	Delegated	A	A/R CFO	S	I	A/R Within academy
Authority to open a bank account and approve signatories	A/R	C	C	/	/	/
Providing DfE/ESFA with accurate and compliant financial data and obtaining ESFA approval as required including for borrowing (leases, overdrafts and credit cards)	A	A	A/R CFO	S	/	/
Manage financial risks, including contingency and business continuity planning and maintenance of the finance element of the SET risk register, co-operating with audit/risk and act on recommendations	A	A	A/R CFO	S	/	A/R Within academy
Ensure robust financial management and planning through a Trust Board approved 3-year budget which is submitted to the ESFA, monitoring financial plans and ensuring rigour/scrutiny in budget management, preparation of monthly management accounts, approval of academy budgets	A	A	A/R CFO	S	/	A/R Within academy and working with SET
Prepare annual audited accounts and maintain accounts in accordance with the Charity Commission's Statement of Recommended Practice (SORP) and ESFA's Academy Trust Handbook, ESFA's accounts direction	A	A	A/R CFO	S	/	/
Ensure appropriate internal scrutiny/audit preparation of annual accounts and check financial and non-financial controls and risks	A	A/R	A/R CFO	S	/	A/R Within academy
Ensure spending decisions represent value for money and that public funds have been used as intended by Parliament including ensuring a competitive tendering policy is in place and applied and appropriate levels of approval set	A >£100,000	A/R <£99,999	A/R CFO/CIDO (SCA) <£40,000	S	A/R <£20,000	A/R <£10,000
Ensure all related party transactions are declared and implemented according to SET Policy and ESFA regulations and a register is kept up-to-date (ESFA must be informed of transactions >£40k and transactions above £2500 must be at cost	Delegated	A/R	R CFO	S DofG	S	A/R Within academy
Ensuring all ordering and supplier payments are processed according to SET policy, including new vendors approval, all purchases being allocated a Purchase Order for appropriate approval prior to placing an order etc	Delegated	A	A/R CFO	S	S	A/R Within academy
Authority to process purchase card applications and to set credit card limits (CFO only), ensuring monthly reconciliation with the statement and that all purchases are supported by a receipt/invoice	Delegated	A	A/R CFO	S	S	A/R Monthly reconciliation only
Sign-off of monthly payroll process and BACS	Delegated	Delegated	A/R CFO	S	/	A/R Within academy

Ensure expenses are claimed in line with SET Policy, including line manager approval prior to claim being submitted	Delegated	A/R	R C-Suite	S Line Managers	S	A/R Within academy
Ensure Petty Cash expenditure has corresponding receipts and is on the Finance System. A monthly reconciliation of cash in hand against Petty Cash transactions must be carried out and verified by an independent person and are limited to £20.	Delegated	A	A/R CFO	S	S	A/R Within academy
Seek approval from the ESFA as required and disclose information in accordance with the Academy Trust Handbook	A	A	A/R CFO	S	/	/
Approval of use of Pension Policy Discretions and handling of all pension matters (teachers and support staff)	Delegated	A	A/R CFO/CPO	S	/	/
Annual Risk Review and premium renewal to ensure that there are appropriate levels of building insurance and public liability insurance in place	Delegated	A	A/R CFO/CIDO	/	/	C
Acquisition of assets (except land and buildings) maintenance of Asset Register, security and loan of Assets	A	A	A/R CFO/CIDO	S	/	/
Acquisition and disposal of assets, including land, buildings and heritage	A	A	R CFO/CIDO	S	C	C
Management of capital projects	A	A	A/R CIDO	S	C	R
Approval, oversight, production and management of a SET Risk Register	A	A	A/R CIDO	S	A/R Academy RR only	A/R Academy RR only
School Meals – ensure provision of free school meals to those meeting the criteria and ensure all meals are provided to appropriate nutritional standards	Delegated	Delegated	A/R CIDO	S	C	A/R
Developing academy buildings and facilities estate long term strategy, producing and maintaining buildings, including developing properly funded maintenance plan	Delegated	A	A/R CIDO	R DoE	C	R Work with SET
Ensuring appropriate Health and Safety Policies are in place and implemented as expected, including RIDDOR and accident reporting completed as required, statutory training is undertaken and Risk Assessments (including Fire Risk Assessments) are in place and monitored for effectiveness	Delegated	A	A/R CIDO	R DoE	I	A/R Within academy
Ensuring appropriate Business Continuity Plan is in place and implemented as expected	Delegated	A	A/R DCEO/ CIDO	S	I	A/R For academy
Statutory compliance testing and assessments are in place including fire safety, asbestos assessment, water hygiene (including legionella) etc	Delegated	A	A/R CIDO	R DoE	I	A/R For academy

General monitoring and action plans in relation to safety of sites including buildings conditions	Delegated	A	A/R CIDO	R DoE	I	A/R For academy
Maintenance of network infrastructure and ensuring quality broadband systems (Wi-Fi) to enable effective digital learning and quality filtering and firewalls systems that enable safe and effective digital learning	Delegated	Delegated	A/R CIDO	R DDS	I	R Work with SET
Procurement of all IT, Communication systems & Photocopiers across the trust and maintenance of systems	Delegated	Delegated	A/R CIDO/CFO	R DDS	I	C
Ensuring Data Security and Privacy controls, information and cyber security controls including encryption, data audit and mapping and back up are in place/monitored	Delegated	A	A/R CIDO	R DDS/DPO	I	R Work with SET
Ensuring pupil, staff and visitor consent to use of data as required, Freedom of Information requests, Subject Access Requests, data breach investigations/reporting to ICO and board implement DPO recommendations within the timeframes set	Delegated	A	A/R CIDO	A/R DPO	I	A/R Within academy
Data Policy Management/Data Processing Impact Assessments, document retention compliance, monitoring and evaluating status and effectiveness of privacy controls, ensuring data is disposed of appropriately to the type of data, including digital data	Delegated	A	A/R CIDO	A/R DPO	I	R Within academy
Maintain an up-to-date and compliant archiving system which is labelled with the relevant retention periods	Delegated	A	A/R CIDO	R	/	A/R Within academy
Communications Strategy, including press release to national or local press, marketing including advertising, prospectus, internal communications, social media	Delegated	A	A/R CPO	R MCM	C	A/R SET approval press releases
Trust branding and academy branding including signage; letterheads; websites; business cards; banners; publications; letters; colours; logos; merchandise	Delegated	A	A DCEO R CPO	R MCM	C For specific academy	A/R For specific academy