Scheme of Delegation

Effective from:	2 October 2025
Responsible Committee:	Risk, Audit & Governance
Referenced Policies / Documents	Terms of Reference: Board Committees Local Governing Boards and Advisory Council Board and LGB calendar Board and LGB standard agenda items
Legal requirements:	Academy Trust Handbook Funding Agreements Articles of Association
Review Date:	October 2026
Target Audience:	All stakeholders in INOVA Multi-Academy Trust
Dissemination Via:	GovernorHub, Trust Website.

Updates and Amendments

Version	Amendments	Date Approved by Board
1	New Scheme of Delegation with new Articles of Association	2017
2	Updated to highlight responsibilities for individual sub committees Jan 2018.	Jan 2018
3	Updates in line with best practice and reordered for ease of use. Clarified role of LGB .	Feb 2020
4	Learner Experience Committee split into two committees - Quality of Education and Inclusion and areas of delegation split between the two committees	Oct 2021
5	New Sub committee of Board – Remuneration Committee to approve Executive Pay.	Mar 2022
6	New template – schemes simplified with links out to revised terms of reference.	Nov 2022
7	Change to delegation of H&S and Data Protection Clarification on members role being around scrutiny of the Board.	July 2023
8	Code of Conduct is added as an appendix rather than a separate document Code of conduct/Trustees responsibilities updated to reflect DfE governance handbook Remcom Terms of reference simplified to the same format as other committees. Updates to LGB terms of reference to refer to standard agendas, common subcommittee structures	June 2024
9	Reference to LE committees removed	Oct 2024
10	Change to Safeguarding and Child Protection to reflect the responsibility of Trustees Change to appointment/removal of Local Governors Removal of all Terms of Reference	Oct 2025

Contents

1. Introduction

INOVA Multi-Academy Trust is a Multi-Academy Trust (MAT), a charitable company limited by guarantee and an exempt charity.

The main governing document is the articles of association, which sets out the charitable purpose and legal framework (both company and charity law).

The articles do not set out specific detail of the governance structure or how governance functions are delegated. Therefore, we agree a scheme of delegation that explicitly establishes who carries out which governance function and can therefore make the decisions associated with that function.
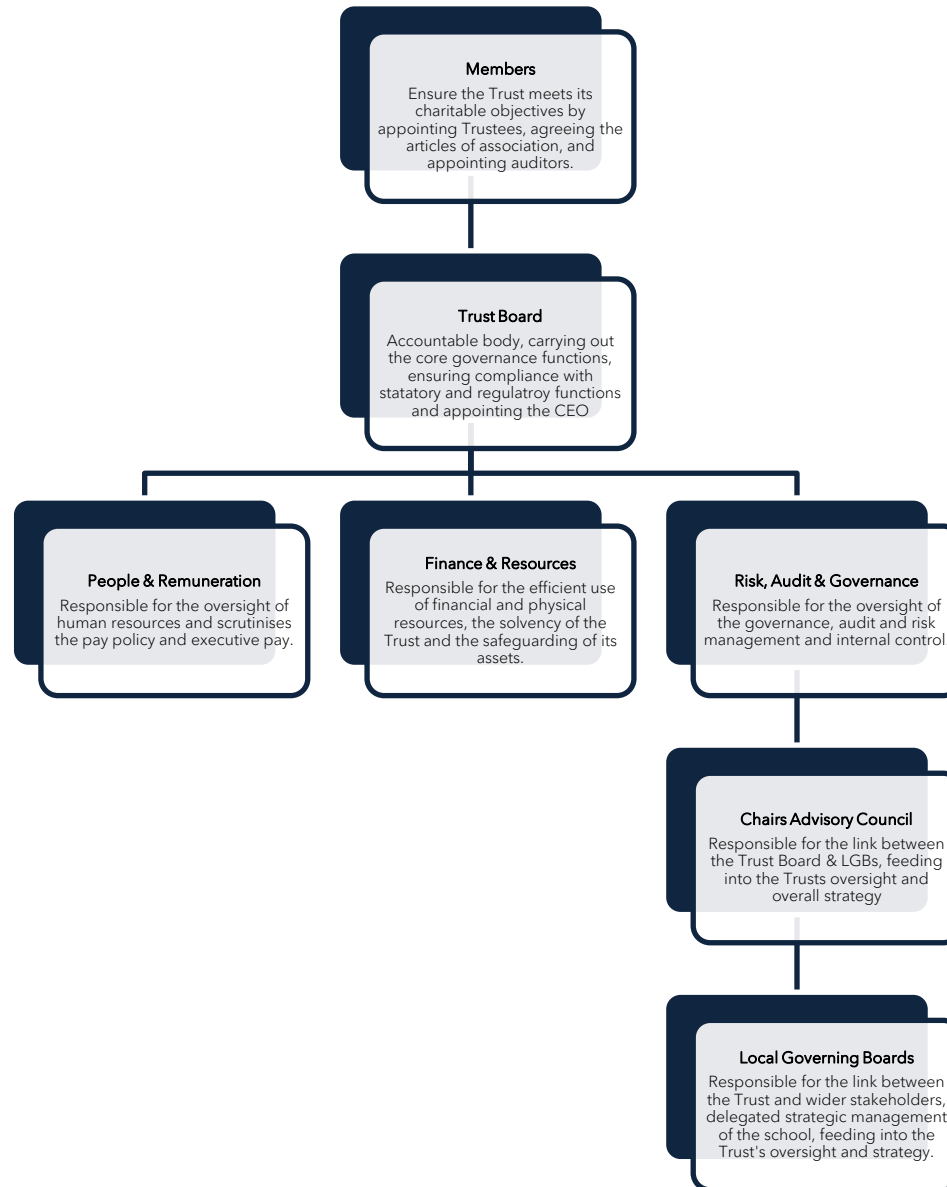
The Trustees are accountable and responsible in law for all major decisions about all the schools within the Trust. However, this does not mean that the Trust Board is required to carry out all the Trust's governance functions, and many are delegated elsewhere, including to the Boards Committees, the Executive Team, Headteachers, certain individuals and to Local Governing Boards (LGBs).

The scheme of delegation clearly sets out the autonomy, powers and functions that are delegated. Without such delegation the individual or committee has no power to act. **It should be noted that the schemes provide an indicative, and not exhaustive, list of the areas of responsibility and accountability. Any additional items that arise should be escalated to the CEO.**

This scheme of delegation is designed to be a simple and systematic way to ensure that Members, Trustees, Local Governors and executive leaders are clear about their roles and responsibilities within the governance structure.

To help ensure the delegation is effective the functions are also included in the Board calendars/standard agenda schedule and are referred to in the terms of reference for Board Committees and LGBs.

2. Model of Delegation

Members
Ensure the Trust meets its charitable objectives by appointing Trustees, agreeing the articles of association, and appointing auditors.

Trust Board
Accountable body, carrying out the core governance functions, ensuring compliance with statatory and regulatroy functions and appointing the CEO

People & Remuneration
Responsible for the oversight of human resources and scrutinises the pay policy and executive pay.

Finance & Resources
Responsible for the efficient use of financial and physical resources, the solvency of the Trust and the safeguarding of its assets.

Risk, Audit & Governance
Responsible for the oversight of the governance, audit and risk management and internal control.

Chairs Advisory Council
Responsible for the link between the Trust Board & LGBs, feeding into the Trusts oversight and overall strategy

Local Governing Boards
Responsible for the link between the Trust and wider stakeholders, delegated strategic management of the school, feeding into the Trust's oversight and strategy.

3. Delegated Areas and Decision Making

Key

✔ - governance function and decision making at this level

C – to be consulted / obtain input from prior to decision being made as are important stakeholders and/or have relevant knowledge

Note: Columns to the left have oversight of the other areas

	Governance function	Members	Trustees	Executive Team	Local Governing Boards	Head	Reference Documents
Governance	Approve the Articles of association and Trust name	✔	C	C			Articles of Association
	Approve the wind up of the Trust	✔	C	C			
	Approve the Scheme of Delegation		✔	C			
	Approve the governance structure		✔	C			Trust Governance – Trust website
	Approve annually the committee/LGB terms of reference		✔	C			See Appendices
	Comply with the terms of reference		✔		✔		
	Agree the governance agenda schedule linked to the scheme of delegation		✔	C			Board Calendars and Agenda Schedules
	Maintain the risk register termly			✔			Risk Register
	Monitor and scrutinise the risk register		✔	C	C	C	
	Comply with actions in the risk register		✔	✔	✔	✔	
	Comply with all statutory regulations		✔	✔	✔	✔	Academy Trust Handbook Ofsted Framework Funding Agreements
	Submit ESFA required returns			✔			Trust Calendar
	Approve due diligence for schools joining		✔	C			Due Diligence Framework
	Appoint external auditor	✔					

Governance function		Members	Trustees	Executive Team	Local Governing Boards	Head	Reference Documents
	Appoint internal auditors and set the internal scrutiny plan		✔				Internal Scrutiny Report
	Receive and scrutinize the auditors' reports		✔				
	Approve the annual report and accounts		✔	C		C	Annual Report
	Disclose any pecuniary and business interests	✔	✔	✔	✔	✔	Register Of Business Interests
	Publish Register of interests on website			✔			
	Update annually staff register of interests					✔	
	Ensure publication on Trust website of all statutory information		✔	C			Compliance List
	Ensure Publication on School websites of all statutory information.				✔	C	
Stakeholder Engagement	Approve and monitor the Trust communication plan to ensure it is inclusive		✔	C			
	Approve and monitor the school's communication plan to ensure it is inclusive to all the school community				✔	C	
	Deliver the Communication / engagement plan at Trust / school level			✔		✔	
Strategy	Determine the mission, vision, values and strategy, and impact reporting		✔	C	C	C	Mission, Vision and Values
	Deliver the mission, vision and strategy			✔			
	Deliver the strategic plan at school level.					✔	Strategy
	Monitor strategic impact.		✔	✔	C		

Governance function		Members	Trustees	Executive Team	Local Governing Boards	Head	Reference Documents
People	Appoint / Remove Members	✔					Governance Recruitment Procedure Governor Handbook and Competency Framework Model Code of Conduct
	Appoint / Remove Trustees	✔	✔				
	Appoint / Remove Chair of Board, Committees and Trustee roles		✔				
	Appoint / Remove Local Governors (* Director of Governance)			✔ DoG*	C	C	
	Appoint / Remove Chair of Governors			✔	C	C	
	Appoint / Remove Clerk to Board			✔			Clerking Competency Framework
	Appoint / Remove Clerk to LGB			✔	C		
	Appoint / Remove Core Executive		✔	C			Recruitment Policy
	Appoint / Remove Headteachers		✔	✔	✔		
Policies	Approve Trust policies and monitor their implementation		✔	C			Policy List
	Approve school policies in line with Trust guidelines and monitor implementation				✔	C	
	Implement policies and procedures appropriately			✔		✔	
Data Protection	Act as data controller for the Trust and ensure appropriate policies are in place		✔				Data Protection Policies
	Appoint a Data Protection Officer		✔				
	Monitor compliance with data policies		✔	C			
	Escalate data protection issues.		✔		✔	C	
Safeguarding and Child Protection	Monitor implementation of the safeguarding policy and escalate issues		✔	C	C	C	Safeguarding Principles Safeguarding Policies (see school websites) Keeping Children Safe in Education
	Undertake the annual safeguarding audit		✔	C	C	C	
	Complete required training	✔	✔	✔	✔	✔	

Governance function		Members	Trustees	Executive Team	Local Governing Boards	Head	Reference Documents
Special Educational Needs and Disabilities	Monitor compliance with SEND policy and escalate issues				✔	C	SEND Policies (see school websites)
	Review the effectiveness of provision				✔	C	
Health & Safety / First Aid	Monitor compliance with policy		✔	C			Health & Safety Essentials Health & Safety Policies (see school websites) Risk Assessment Templates
	Escalate any H&S risks		✔	C	✔	C	
	Ensure school H&S meetings take place at least termly (with unions invited)			✔		✔	
	Complete H&S training		✔	✔		✔	
	Ensure trips and visits risk assessments and mitigations are in place			✔		C	
Behavior & Attendance	Hear any exclusion / suspension representations and determine the outcome		✔		✔		Behavior Policies (see school websites) Attendance Policies (see school websites)
	Monitor the implementation of the behaviour policy and improving behaviour				✔	C	
Admissions	Approve PAN and permanent changes LGB consult on PAN changes with the Local Authority		✔	C	C	C	Admission Policies (see school websites)
Finance & Resources – Finance and Operations	Approve the finance policies and ensure compliance		✔	C		C	Funding Agreements Academy Trust Handbook
	Plan the budget to support strategic aims			✔		C	Budget Timetable / Planning Documents
	Ensure value for money		✔	C		C	Standing Financial Instructions
	Approve and monitor the budget and management accounts		✔	C		C	Budget Management Accounts

Governance function		Members	Trustees	Executive Team	Local Governing Boards	Head	Reference Documents
	Ensure restricted funds are used for the purpose intended and monitor impact – i.e Pupil Premium, Recovery, Sports, SEND		✔	C	✔	C	
	Approve capital spend in line with strategy			✔	C	C	Timetable / Process
	Ensure that operations meet the needs of our schools		✔	C		C	
Finance & Resources – Finance - HR	Approve the executive team structure		✔	C			
	Undertake performance management of the core executive team		✔				PDR Policy
	Approve the pay ranges for the core executive and headteachers		✔	C			See Appendices
	Agree progression for the core executive		✔	C			
	Agree the schools' staffing structure			✔		C	
	Ensure the staff appraisal procedure is followed including pay matters committee				✔	C	PDR and Pay Policies
	Undertake performance management of Headteachers				✔	✔	Performance Development Policy for Teaching Staff
	Agree the Headteachers' pay progression award (pay matters committee)					✔	Pay Policy Pay Matters TORs (appendix A in pay policy)

Governance function		Members	Trustees	Executive Team	Local Governing Boards	Head	Reference Documents
Curriculum and Learner Experience	Ensure that the curriculum is high quality and meets the needs of all learners (including extra-curricular)		✔	C	C	C	
	Consult on Relationship & Sex Education and Religious Education curriculum				✔	C	
	Deliver educational performance and learner experience					✔	
Governance Effectiveness	Hold the Trust Board to account for effective governance and strategic delivery	✔					
	Complete a self-review of board & committee effectiveness annually and submit to members		✔				Governance Handbook & Competency Framework Governance Performance Process
	Complete an annual self-review of LGBs				✔		
	Undertake annual Chair's performance review		✔		✔		
	Undertake annual performance review of trustee / LGB member		✔		✔		

4. Detailed Roles and Responsibilities

4.1 Members

The Members have an essential role in holding the Trust Board to account for effective governance and strategic delivery. They have a limited role in the actual running of the Trust.

Whilst responsibility to conduct the Trust's strategic business sits with the Trustees, if the governance of the Trust by the Board of Trustees becomes dysfunctional, the Members will have a strong interest in ensuring the Board has plans to address the issues, or otherwise to remove the Board or individual Trustees and re-appoint Trustees with the skills necessary for effective governance.

It is important, therefore, for Members to be kept informed by Trustees about Trust business so they can be assured that the board is exercising effective governance.

Members should assure themselves that:
- The governance of the trust is effective,
- Trustees are acting in accordance with the Trust's charitable objectives,
- The Members use their powers to step in if governance is failing.

In order to ensure the above Members;
- Appoint an external auditor for the Trust.
- Scrutinise the Trustees annual report and accounts to ensure solvency of the Trust.
- Appoint and remove Trustees from the Trust Board.
- Approve any amendments made to the Articles of Association.
- Change the Trust name.
- Wind up the Trust.

4.2 Trust Board

Trustees are also the directors of the charitable company for the purpose of company law. They are responsible for the strategic direction, governance, financial and educational performance of the Trust, and directing how it is managed and run.

Trustees are responsible for the control and management of the Trust, and in accordance with memorandum & articles of association and funding agreements, are legally accountable for all statutory functions and for the performance of all the schools in the Trust. They do this by carrying out the core governance functions:

- Ensure clarity of vision, mission and strategic direction.
- Hold the Executive Team and Headteachers to account for Trust performance.
- Oversee the financial performance and make sure its money is well spent.

4.3 Trust Board Committees

Trustees delegate some governance functions to board committees which provide scrutiny and oversight of:

- The adequacy of governance, controls and risks.
- Financial and resource management.
- Remuneration and staff.

The Trust Board manages its work through 3 committees:

- People & Remuneration Committee – has oversight of human resources and scrutinses the pay policy and executive pay.
- Finance & Resources – responsible for the efficient use of financial and physical resources, the solvency of the Trust and the safeguarding of its assets.
- Risk, Audit & Governance – maintains an oversight of the governance, audit and risk management and internal control.

The detailed responsibilities for each committee are itemised in the Terms of Reference:

People & Renumeration Committee

Finance & Resources

Risk, Audit & Governance

Any decisions made by the committees are deemed decisions of the Trust Board.

4.4 Advisory Council

The Advisory Council consists of Chairs of the LGBs. It provides feedback from LGBs directly to the Trust Board, advising on key issues and strategic priorities arising in schools. This ensures that schools and LGBs play a key role in the Trust strategy and that governance at individual school level is aligned effectively with the overall governance of the Trust.

The Advisory Council is not a committee of the Trust Board and acts in an advisory capacity only. The detailed description is available in the Terms of Reference.

4.5 Local Governing Boards

The Trust Board has established Local Governing Boards (LGBs) to provide appropriate support and challenge to senior leaders at each school in the delivery of the Trust strategy. LGBs also have an important responsibility to provide the Trust Board with local context and community feedback to ensure that the voice of all stakeholders is heard and considered.

LGBs are responsible to the Trust Board for the delivery of their delegated responsibilities. The detailed responsibilities are itemised in the Terms of Reference.

4.6 C-Suite

Trustees delegate the day-to-day management of the Trust to the C-Suite, managing them in line with the Trust's appraisal and performance management policies.

The Core Executive Team comprises of:
- CEO
- Chief Financial Officer
- Chief People, Talent & Culture Officer
- Chief Quality Assurance Officer
- Chief Inclusion Officer
- Chief Learning Officer.

The CEO is also the Accounting Officer and so is not only responsible for the performance of the Trust as a whole but has a personal responsibility to parliament for the regulatory, propriety and value for money, and for assuring the Board about compliance with the funding agreement and Academy Trust Handbook.

The CEO is responsible for the leadership and management of the C-Suite. The CEO delegates executive management functions to the C-Suite and will report to the Trust Board and its committees.

Headteachers will report directly to the C-Suite with regard to the direction and operation of their school.

4.7 Headteachers

The C-Suite delegates the day-to-day management of the Trusts schools to Headteachers, line managing them in accordance with the Trusts appraisal and performance management policies.

Headteachers share information about how the Trust is managing the school with the LGB so that the governors can build an understanding about how the school operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in practice.

The Headteacher is responsible to the executive team for the following matters:
1. Delivery of the curriculum policy/model at school level, and delivering RE and RSE in line with policy.
2. Implementing effective measures to secure the highest possible standards of teaching and learning.
3. Responsible for individual learners education; setting targets, monitoring and developing
   each learner's achievement to secure the highest possible standards of progress.
4. Implementing improvement plans as set out in any Ofsted report and recommendations.
5. Implementing provision for flexibility including activities outside of the school day.