

Scheme of Delegation

Policy version control

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For the avoidance of doubt, this Scheme of Delegation is the Trust's primary operational governance document and defines where decision making authority sits within the Trust. Where there is any inconsistency, this Scheme of Delegation takes precedence, and then Trust policies and procedures.

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Executive Summary

- 1.1. The INOVA Scheme of Delegation sets out the governance framework, lines of accountability, and delegated responsibilities within the Multi-Academy Trust (MAT). It defines how authority flows from Members to the Trust Board (TB), its Committees, the Chief Executive Officer (CEO), C-Suite, Local Governing Bodies (LGBs), and school leadership.

2. Governance Structure

2.1. Members

- 2.1.1 Guardians of governance; appoint and remove Trustees; approve Articles of Association; maintain separation from operational roles.

2.2. Trust Board (TB)

- 2.2.1 Legally accountable for all statutory functions, school performance, and financial oversight. Executes three core governance functions:

1. Strategic direction and compliance
2. Holding the Executive Team to account
3. Financial performance and value for money.

2.3. Trust Board Committees (TBC)

- Risk, Audit & Governance (RAG) – assurance on controls, risk, and compliance.
- Finance & Resources (F&R) – financial scrutiny and resource oversight.
- People & Remuneration (P&R) – pay and HR policy oversight.
- Other committees as deemed necessary by the TB.

- 2.3.1 The quorum for each committee is three attendees, comprising a minimum of two committee members. The quorum may be met by the attendance of one Trustee who is not a member of the committee. A non-committee Trustee attending in this capacity may be counted towards quorum and hold full voting rights, provided they have undertaken appropriate pre-reading to enable informed participation. Further detail on committee membership, including any legislative exclusions or requirements, are set out in the relevant Terms of Reference.

2.4 CEO

- 2.4.1 Leads C-Suite, accountable for Trust operations, school performance, and financial probity as Accounting Officer.

2.5 C-Suite

- 2.5.1 Senior executive leaders as identified by the CEO, typically holding 'Chief' or equivalent roles. Executive leadership operates through Education (PINNACLE) and Operations (PIONEER) teams. Additional executive leadership groups may be established at the direction of the CEO.

2.6 Local Governing Bodies (LGBs)

- 2.6.1 Advisory and monitoring role at school level; promote stakeholder engagement; consulted on decision-making authority.

2.7 Executive Directors (EDs) & Heads of School

- 2.7.1 EDs oversee clusters of schools; Heads manage day-to-day operations.

3. Lines of Accountability

- 3.1. TB → CEO → C-Suite → Executive Directors → Heads of School
- 3.2. LGBs provide local insight, advice, and challenge to school leadership (and where appropriate Trust policies and goals). However, the CEO holds Heads to account through Executive Directors.
- 3.3. LGBs are accountable to the Trust Board.
- 3.4. The Trust operates a policy of open communication through all of its layers of leadership and governance. Feedback, advice, and challenge is encouraged in the appropriate manner. Formally this is undertaken through the Chairs' Advisory Council. Communication links are aided and enhanced through the use of GovernorHub, co-ordinated by the Director of Governance, Policy & Compliance (DoG).

4. Delegated Responsibilities

4.1. There are nine domains:

1. **Governance** – approval of terms of reference, policies, appointments.
2. **Finance, Procurement & Risk** – budgeting, audits, procurement, risk registers.
3. **People** – staffing structures, recruitment, pay policy, HR compliance.
4. **Quality of Education** – school improvement, curriculum, pupil outcomes.
5. **Safeguarding** – policy adoption, compliance, training.
6. **Inclusion** – SEND provision, attendance, equality.
7. **Complaints** – policy and handling processes.
8. **Estates, including Health & Safety** – compliance, emergency planning, site safety.
9. **Digital, Marketing & Communication** – GDPR compliance, communication, branding.

5. Key Principles

- Annual review of the Scheme of Delegation.
- Clear separation of powers between Members, Trustees and employees.
- Compliance with Department of Education (DfE) and statutory requirements.
- Mechanisms for escalation and reporting to ensure accountability.

6. INOVA Governance Structure



7. Lines of Accountability

- 7.1. The Trust Board (TB) appoints the Chief Executive Officer (CEO), to whom it delegates responsibility for operational delivery of its vision and strategy and day-to-day leadership and management. The TB holds the CEO to account for the conduct and performance of the Trust, including the performance of the academies within the Trust, and for its financial management.
- 7.2. In turn, the CEO line manages C-Suite officers, setting their targets and performance managing them. C-Suite Officers line manage all Director level posts in the PINNACLE (Education) and PIONEER (Operations) teams. The Executive Directors line manage the Heads of School in a cluster of 2-4 schools (approx. 2500 pupils), setting their targets and performance managing them.

- 7.3. The TB delegates certain responsibilities to its Trust Board Committees (TBCs) for Risk, Audit & Governance, Finance & Resources, and People & Remuneration where more detailed discussions and relevant approvals can be made. TBCs have responsibility for providing assurance that adequate controls are in place to safeguard the Trust's assets and to ensure regularity and propriety in all transactions; financial scrutiny and the oversight of resources; the setting of pay for all employees; and monitoring the effectiveness of the Local Governing Bodies. Quoracy of a TBC is three Trustees.
- 7.4. The TB delegates defined elements of local monitoring and scrutiny to Local Governing Bodies (LGBs) to strengthen assurance, amplify stakeholder voice, and ensure strong contextual understanding at school level. LGB's maintain visibility across key aspects of school effectiveness, with a focused programme of deep dives aligned to the Trust's core governance priorities: Safeguarding, SEND, Standards and Stakeholders. LGBs provide structured local feedback and contextual intelligence to the Trust Board through agreed mechanisms, including LGB summary reporting and minutes, the Chairs' Advisory Council (which is not a formal committee of the Trust Board), and engagement between the LGB Chairs and the executive leadership team where appropriate. The Director of Governance, Policy & Compliance is the primary governance conduit between LGBs and the Trust Board. Trustees do not need to sit on LGBs. C-Suite will seek input from the Chair of the LGB when undertaking the performance management of the relevant Executive Director, Headteacher or Head of School.
- 7.5. As the Executive Director and Headteacher/Head of School are line managed by C-Suite, the LGBs do not carry out the governance function of holding the Head of School to account. However, they should act as a critical friend and must be confident that the Trust's performance management systems are working well, and if not, how they can make the Trust Board aware of their concerns.
- 7.6. The Scheme of Delegation will be reviewed on an annual basis and updated when levels of delegation require updating e.g., if there is a change in the Terms of Reference of a TBC and/or to reflect adjustments to statutory guidance.

8. Roles and Responsibilities

8.1. Members

- 8.1.1. The Members of the Trust are guardians of the governance of the Trust and as such have a different status to Trustees. Originally, they will have been the signatories to the Memorandum of Association and will have agreed the Trust's first Articles of Association (the legal document which outlines the governance structure and how the Trust will operate). The Articles of Association also describe how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Trust Board.

- 8.1.2. 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 Trust Board 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. There must be at least three Members (although the DfE prefer at least five). While Members are permitted to be appointed as Trustees, to retain a degree of separation of powers between the Members and the Trust Board, and in line with Department for Education (DfE) expectations, not all Members should be Trustees. Members are not permitted to be employees of the Multi Academy Trust (MAT).

8.2. Trustees

- 8.2.1. The MAT 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. The Trustees are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement, the Trust Board is legally responsible and accountable for all statutory functions, for the performance of all schools within the Trust and for approving a written Scheme of Delegation of Financial Powers that maintains robust internal control arrangements. In addition, the TB carries out the three Core Governance Functions which are to:

1. Ensure clarity of vision, ethos and strategic direction (including core compliance)
2. Hold the Executive Team to account for the educational performance of the Trust's schools and their pupils, and the effective and efficient performance management of staff
3. Oversee the financial performance of the Trust and make sure its money is well spent

- 8.2.2. Further details about delegation arrangements are outlined in separate Terms of Reference documents. The TB has the right to review and adapt its governance structure at any time which includes removing delegations.

- 8.2.3. Trustees also have statutory link roles, including key responsibilities for Safeguarding, SEND and Careers. The TB has established TBCs to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the TB. The membership and responsibilities of TB committees are set out in each Committee's Terms of Reference. The TB appoint TB Committee Chairs and Committee Members according to their skills and there must be three Trustees on each TBC.

- 8.2.4. In this Trust, there are three Trust Board Committees:

1. Risk, Audit & Governance
2. Finance & Resources
3. People & Remuneration.

- 8.2.5. Other Trustee Working Groups and / or temporary or permanent Committees may be formed by Trustees at their discretion.

8.3. Chief Executive Officer (CEO)

- 8.3.1. The CEO leads the Executive Team of the Trust, known as C-Suite. The CEO will delegate executive management functions to C-Suite and is accountable to the Trust Board for the performance of C-Suite, PIONEER, and PINNACLE. The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's schools. Support is provided to Executive Directors and Heads of School via C-Suite, who act as trust success partners.
- 8.3.2. The CEO is the Accounting Officer so 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, avoiding waste and securing value for money. The CEO delegates some financial responsibility to the Chief Financial Officer, the lead finance professional in the organisation.
- 8.3.3. The CEO is responsible for delivery of the Trust's objectives, which are tracked regularly, notably through an agreed set of Trust-wide KPIs.

8.4. Chief Financial Officer (CFO)

- 8.4.1. The TB must appoint a Chief Financial Officer (CFO) to whom responsibility for the Trust's detailed financial procedures is delegated. The CFO plays both a technical and leadership role. The CFO and their finance staff must be appropriately qualified and/or experienced.

8.5. Local Governing Bodies (LGBs)

- 8.5.1. Local Governing Bodies (LGBs) are established to provide local scrutiny, stakeholder voice, and assurance on the implementation of Trust strategy and policies at school level. LGBs do not exercise executive authority or hold senior leaders to account, but they support effective governance by gathering stakeholder perspectives, monitoring agreed Trust priorities, and reporting local contextual intelligence to the Trust Board. To enable this, the Trust Board delegates defined elements of local monitoring and scrutiny to LGBs to strengthen assurance, amplify stakeholder voice, and ensure strong contextual understanding. LGBs maintain visibility of school effectiveness in relation to Trust priorities, with a focused programme of deep dives aligned to Safeguarding, SEND, Standards and Stakeholders.
- 8.5.2. The membership of the local governing body shall be determined in accordance with the following provisions:

- 8.5.3. The total membership shall be no fewer than 6, including the Headteacher, and no more than 12.
- 8.5.4. The membership shall comprise:
- a. Chair of the LGB (or co-chair) – can be parent or community
 - b. the Head or Executive Director, as ex-officio member
 - c. at least but no more than two elected Parent Governors
 - d. at least one but no more than two elected Staff Governors
 - e. at least one Community Governor up to a maximum of seven
- 8.5.5. The majority of Local Governing Body members must be non-staff governors, to ensure appropriate independence while retaining meaningful voice. For the avoidance of doubt, the Head or Executive Director recorded on GIAS is counted within the staff representation for Local Governing Body constitution purposes.
- 8.5.6. Delegated functions:
- Gathering and reporting relevant school-level information and stakeholder feedback to support Trust Board assurance and decision making.
 - Developing an informed understanding of how the school is led and managed, including through engagement with pupils, staff, parents, and the wider community.
 - Maintaining oversight of school effectiveness in relation to Trust priorities by:
 - Understanding how the school is working within agreed Trust policies
 - Monitoring performance against agreed key performance indicators set by the Trust (LGB may add to these, where applicable)
 - Gaining assurance that Pupil Premium and Sports Premium funding is being used effectively
 - Gaining assurance that staff are supported through effective professional development and workload considerations
 - Seeking assurance that all pupils, including those with Special Educational Needs and/or Disabilities and those from disadvantaged backgrounds, have access to a broad and balanced curriculum, including high-quality careers education and guidance
 - Engaging with stakeholders to promote inclusion, belonging and a strong sense of community

- Acting as a point of consultation and representation, bringing local insight to support Trust and school decision making
 - Championing equity, diversity, and inclusion for all stakeholders
 - Reporting to the Trust Board via minutes, action log, and Chairs Advisory Council
- 8.5.7. Where recruitment of local governors becomes challenging, the creation of an LGB cluster (in line with the Trust approach to clustering schools) alongside other schools in the same cluster may be taken if deemed a suitable option. The preference will always be for a school to have its own LGB, though. Delegated functions can be removed from LGBs by the Trust Board.
- 8.6. Executive Directors and The Head (Headteacher or Head of School)**
- 8.6.1. The Headteacher or Head of School (HoS) is responsible for the day-to-day management of their school and is line managed by an Executive Director (ED), who leads a cluster of schools, approximately 2500 pupils in size. The ED/HoS reports to the Local Governing Body on matters which have been delegated to it, which may include an element of monitoring and scrutiny of the school's management processes.

Key and Glossary of Terms

	Not delegated by Trust Board
	Delegated by Trust Board
	where  is also shown, TB may still decide or be involved despite delegation
	Delegated responsibility
	Consulted
M	Members
TB	Trust Board
TBC	Trust Board Committee
RAG	Risk, Audit & Governance
F&R	Finance & Resources
P&R	People & Remuneration Committee
CEO	Chief Executive Officer
C-Suite	Chief Officers (Senior Executive Team)
PINNACLE	Partners in Academic & Cultural Leadership (Central Education Team)
PIONEER	Partners in Operational Effectiveness and Resourcing (Central Operations Team)
CFO	Chief Financial Officer
COO	Chief Operations Officer
CIO	Chief Inclusion Officer
CLO	Chief Learning Officer
LGBs	Local Governing Bodies
ED	Executive Directors
Head	Headteacher or Head of School
DoG	Director of Governance, Policy & Compliance
DoP	Director of People
DoE	Director of Estates

1. Governance

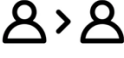
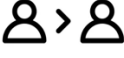
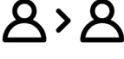
Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
1.1 Approval of: - Terms of reference for Trust Board committees - LGB constitution and terms of reference			Develop and recommend via Director of Governance, Policy & Compliance (DoG)		
1.2 Approval of Trust Scheme of Delegation			Develop and recommend via DoG		
1.3 Determine the Board's reserved matters					
1.4 Appoint the Board committees					
1.5 Appoint and remove co-opted Trustees					
1.6 Elect a Chair and Vice- Chair of the Board each academic year and remove in accordance with the Articles of Association					

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
1.7 Appoint and remove Chairs to LGBs in accordance with LGB constitution and terms of reference			 via DoG		
1.8 Change delegated power or membership of LGBs			 via DoG		
1.9 Appoint/remove the Trust's Company Secretary		 Manage the appointment process			
1.10 Appoint/remove the Governance Professional		 Manage the appointment process			
1.11 Appoint/remove the Clerks to the LGBs			 via DoG		
1.12 Publish on the Trust website required information on governance arrangements			 via DoG		
1.13 Take out director indemnity insurance cover (covered under RPA)			 CFO		

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
1.14 Acquisition of legal entities		Recommendations to the Board	Obtain professional advice		
1.15 Determine the vision and values of the Trust		Recommendations to the Board		Advocate INOVA vision & values in the school and provide input and ideas	Advocate INOVA vision & values in the school and provide input and ideas
1.16 Determine the vision and values of individual schools, ensuring that it remains consistent with the overall vision and values and strategy of the Trust		 Ensure in line with Trust vision and values			Implement
1.17 Determine the Trust's strategic objectives and related success criteria/approve the Trust's 3-year strategic plan and monitor progress against this		 Develop strategic plan and KPIs, then report to Board.			
1.18 Ensure that schools have a short- and long-term vision for their future and that there is a robust strategy in place for achieving this				 Plus governance and oversight	
1.19 Approve school applications to join the Trust		Consider requests, conduct due diligence and make			

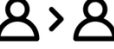
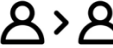
Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
		recommendations to Board			
1.20 Enter into, or withdraw from, a formal partnership		Make recommendations to Board			
1.21 Approve statutory and non-statutory Trust wide and School policies	Refer to policy appendix for delegations				
1.22 Determine school term dates, length, organisation of school day, age ranges, extended provision.	 Except significant changes	 in consultation with Executive Director & LGB			Make recommendations to C-Suite/LGB. Implement decisions
1.23 Approve PAN and permanent changes to school admissions					 Ensure compliance. Arrange prospectus. Ensure participation in the Fair Access Protocol (FAP)
1.24 Free school meals					 Ensure the provision of free school meals to eligible pupils

2. Finance, Procurement & Risk

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
2.1 Complete and approve annual accounts/reports/returns to funding and regulatory bodies	 via F&R	Review	Prepare and review for recommendation to CEO & Board. Work with auditors to prepare annual accounts and report		
2.2 Complete and submit other accounting returns			 CFO		
2.3 Maintain a register of business interests for the Trust			 CFO/DoG		
2.4 Authorised to complete PAYE returns			 DoP via COO		
2.5 Authorised to complete VAT returns			 CFO		
2.6 Appoint the Accounting Officer		Act as Accounting Officer			
2.7 Agree long term financial objectives of the Trust		Recommendations to Board	Recommendations to CEO		

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
2.8 Approve and monitor the annual budget for the Trust including Academies	 Monitoring via F&R	Endorsement as Accounting Officer	Prepare annual budget for recommendation to Board. Monitor budget		
2.9 Determine the proportion of the overall school budget to be retained for central services			Recommendations to CEO		
2.10 Revenue balances/carry forward		 Balances held over carry forward threshold			
2.11 Approval of expenditure not in the annual budget	 Board approval required for unbudgeted expenditure >£50K	 Within agreed limits/requirements contained in the Trust's financial regulations	CFO to report variances to delegated budget for Board approval as per Trust's financial regulations		
2.12 Ensure proper financial controls are in place across the Trust	 via F&R	Provide assurance to DFE as Accounting Officer	Ensure adequate risk, financial and asset management systems are in place across the Trust		Ensure proper financial controls are in place at the school

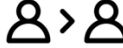
Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
2.13 Review risk management and maintain a Trust risk register	 via RAG	Review Trust risk register and recommend changes to Board	Identify risks to inform school specific risk reg. Review any risks reported by schools and report to Board via RAG	Review school level risks, including financial risks, using summary information provided for assurance purposes, and escalate significant concerns via minuted meeting actions	
2.14 Adopt Trust financial regulations	 via F&R		CFO to develop regulations		Comply with regulations
2.15 Appoint external auditors	 via RAG for recommendation to Members		CFO to manage appointment process for recommendation to RAG		

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
2.16 Appoint internal auditors	 via RAG		CFO to manage appointment process for recommendation to RAG		
2.17 External/internal audit recommendations	 via RAG	Report to board	CFO to review reports and ensure recommendations are addressed		Ensure school internal audit report recommendations are addressed
2.18 Approve related parties, subject to compliance with the DfE's related party declaration and approval limits	 via RAG DfE approval > £40k		CFO to make recommendations to Board		
2.19 Orders for goods and services			 CFO - within an agreed budget		 Via centralised finance and procurement model
2.20 Enter into contracts (central procurement and school contracts)			 CFO and COO Enter into contracts within an agreed budget		

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
2.21 Authority to accept other than the lowest quote (based on best value evidence)			 Up to agreed limits		 Via centralised finance and procurement model
2.22 Ensure compliance with the tendering process			 CFO		
2.23 Determine scope of mandatory core services to be procured and delivered by the Trust on behalf of schools			 CFO and COO		
2.24 Arrange provision of central Trust services including: Estates & Services, Finance, Governance, HR, IT			 CFO and COO		
2.25 Determine which essential services should be procured by each school e.g. utilities, waste collection			 CFO and COO		
2.26 Making of gifts	 Except in respect of compassionate gifts and gifts of appreciation only				

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
2.27 Approval to borrow money (bank or sponsor loan, overdraft)	N/A - submit to DFE for approval	Recommend approval to Board for submission to DFE	Recommend approval to CEO for submission to Board		
2.28 Cashflow management, treasury and investment			 Investment details to be advised to F&R		
2.29 Open a bank account and approve signatories		Can be approved signatory	 CFO Can be approved signatory		
2.30 Applications for business charge card accounts			 CFO		
2.31 Payroll – starters, leavers, amendments			 oversee systems of internal control & authorise changes via DoP		
2.32 Payroll administration			 Authorisation of payroll		

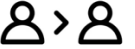
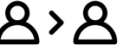
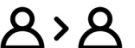
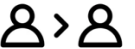
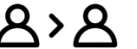
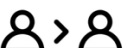
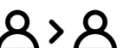
Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
2.33 Purchasing - authorised to create vendors on accounting system			 CFO		
2.34 Income			 CFO		
2.35 Authorisation of expenses claims (cannot authorise own expenses)		 Authorise C-Suite	 Authorise PIONEER & PINNACLE and CFO to approve CEO		 Authorise school staff
2.36 Control account reconciliation			 CFO		
2.37 Write off bad debts	 up to DfE limits		 up to DfE limits. Submit annual report to the Board		
2.38 Management of capital projects			 COO		
2.39 Acquiring a freehold on land and buildings	N/A DfE approval required	Recommend approval to Board for submission to DfE			

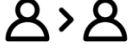
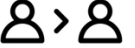
Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
2.40 Disposal of a freehold on land and buildings	N/A DfE approval required	Recommend approval to Board for submission to DfE			
2.41 Review and maintain a capital plan			COO Recommend to Board		
2.42 Disposal of heritage assets	N/A DfE approval required	Recommend approval to Board for submission to DfE			
2.43 Disposal of assets (not land, buildings or heritage)			 up to agreed limits		 up to agreed limits
2.44 Acquisition of assets		 up to agreed limits	 up to agreed limits		 up to agreed limits
2.45 Asset register/security/loan of assets			 CFO		Maintain asset register
2.46 Approve insurance arrangements	 via RAG		CFO Recommend to Board		
2.47 Take up a finance lease	N/A DfE approval required		Recommend to Board		

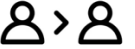
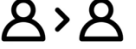
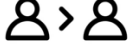
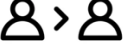
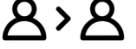
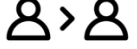
Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
2.48 Take up a leasehold on land and buildings	 DfE approval for lease > 7 yrs		Recommend approval to Board for leases >7 yrs		
2.49 Take up any other lease		 up to agreed limits	 up to agreed limits		
2.50 Grant a lease on land and buildings	N/A DfE approval required		Recommend approval to Board for submission to DFE		
2.51 Non statutory/non contractual severance and compensation payments to staff	 DfE approval required > £50k	 up to £50k Reported to P&R			
2.52 Ex-gratia payments	N/A DfE approval required				

3. People

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
3.1 Approve Trust senior management structure (and budget)		Recommend to Board			
3.2 Approve School senior management structure					Consulted
3.3 Approve School annual staffing plan in line with ICFP principles as appropriate					
3.4 Job description sign-off			 COO / HR		
3.5 Authorised to evaluate job roles and payscales			 COO / HR		
3.6 Authorised to agree/vary basic employment terms and conditions			 Ensure consistent application of T&Cs via DoP		

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
3.7 Appointment of staff	 (except CEO) (Chair to be consulted on all C-Suite, ED and DoG appointments and may request further input)	 - appoint C-Suite, Executive Directors and Heads	 appoint members of PINNACLE and PIONEER	 To appoint Heads	 appoint school staff
3.8 Recruitment processes			 COO	Participate in recruitment processes as required	
3.9 Signing of offer of employment letters	 (Chair must sign CEO contract)	 For C-SUITE	 For PIONEER and PINNACLE		 For school staff
3.10 Approve requests for early retirement or secondment	 (Chair approves CEO requests)				
3.11 Approve requests for flexible working or leave of absence	 (Chair approves CEO requests)	 For C-Suite	 For PIONEER and PINNACLE		 For school staff

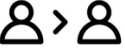
Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
3.12 Adopt a Trust- wide Pay policy in accordance with affordability envelope	 via P&R and TB				
3.13 Determination of pay ranges in accordance with affordability envelope	 (except for CEO)				
3.14 Appointment outside range in salary structure in accordance with affordability envelope		 Report to Board			
3.15 Allocation of TLR values in accordance with the affordability envelope					
3.16 Value of other discretionary allowances	 (except for CEO)				
3.17 Handling of all operational pension matters					
3.18 Approval of the use of pension discretions (discretions that can be made at the employer's discretion)		Recommend to Board	Recommend to CEO		
3.19 Adopt Trust-wide HR policies and procedures	 via P&R		Develop policies and procedures		Implement policies and procedures in school

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
3.20 Agile appraisal reviews	 (except for CEO)	 For C-Suite	 For PIONEER and PINNACLE	Participate in Head reviews	 For school staff
3.21 Approval of formal staff restructure plans	 P&R and TB to be informed		Recommend plans to CEO	LGB Chairs to be informed via Chairs Advisory Council	Recommend plans to CEO
3.22 Approval of severance/settlement or redundancy agreements		 up to approved limits			
3.23 Authority to issue warnings or other disciplinary measures except dismissal	  Authority to issue warnings in consultation with DoP	 Authority to issue warnings in consultation with DoP	 Authority to issue warnings in consultation with DoP	 Authority to issue warnings in consultation with DoP	 Authority to issue warnings in consultation with DoP

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
3.24 Suspension and dismissal	 (except for CEO) Chair to be consulted for C-Suite, ED or Head  part of formal panel	 part of formal panel	 part of formal panel	 part of formal panel Be informed of suspension/dismissal of staff	 school staff in consultation with DoP part of formal panel
3.25 Appeals	 (except where CEO has heard original case)  part of formal panel	 part of formal panel	 part of formal panel	 part of formal panel	 part of formal panel
3.26 Act on behalf of the Trust in legal disputes, employee complaints and grievances	 (except those escalated to Trustees)				

4. Quality of Education

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
4.1 Approve and monitor School Excellence Strategy		Propose strategies and KPIs to Board		 Monitor progress	Recommend priorities and report progress to PINNACLE
4.2 Approve and monitor Trust and School targets for pupil achievement, progress and attainment		 Report to Board on targets and standards		 Hold schools to account	Recommend targets and monitor progress, reporting to PINNACLE
4.3 Review impact of School improvement actions against priorities		Hold C-Suite to account and report to Board	Approve School Improvement Plans & report to CEO	Monitor progress of the School Improvement Plan	Develop the School Improvement Plan for approval by C-Suite. Implement plan and report progress to PINNACLE and LGB
4.4 Monitor the impact of Pupil Premium and Sports Premium funding (if applicable)		Report impact to Board		Review deployment and impact. Review information published on school website	Ensure effective implementation of strategy and monitor impact. Report to PINNACLE and LGB. Ensure information is published on school website

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
4.5 Curriculum: planning, implementation and review, including compliance with any funding agreement requirements			 CLO	Develop knowledge of curriculum and monitor effectiveness	Develop school curriculum for approval by CLO
4.6 Approval of all key strategic decisions following a school inspection graded below 'Secure'					
4.7 Embed and monitor an effectiveness of the Trust behaviour policy in each school			 CIO		Develop policy in collaboration with the CIO, and implement in each school
4.8 Exclusions	  Part of formal panel to review in line with statutory requirements	Review and report to Board		 Part of formal panel to review in line with statutory requirements	 to suspend or permanently exclude. CIO to quality assure decision and process. Report to LGB
4.9 Direct a pupil to alternative provision					

5. Safeguarding

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
5.1 Adopt a Trust-wide template Safeguarding and Child Protection policy that is compliant with statutory guidance		Propose policy to Board for approval	CIO to develop and review annually	Monitor implementation of policy	Add school specific details and ensure implementation
5.2 Adopt and monitor procedures related to safeguarding		Monitor impact of Trust procedures	CIO report to the Board		
5.3 Review overall outcomes of school safeguarding reviews		Monitor feedback from safeguarding reviews and update strategic planning	Arrange reviews and report to Board	Receive safeguarding reviews. Support and challenge school leaders	Receive safeguarding reviews and ensure improvements are addressed swiftly
5.4 Complete and submit the annual LA Governor's Safeguarding Report for academies and ensure that any areas identified for improvement are addressed				Monitor	
5.5 Appoint a Trust Board member as link for * Safeguarding * SEND * Careers					

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
5.6 Appoint an LGB member as link for * Safeguarding * SEND * Careers (Secondaries)					
5.7 Ensure the Single Central Record (SCR) for the Trust and schools is complete and regularly updated		Report any concerns to the Board	 COO via DoP	Inform for assurance purposes	Ensure SCR is maintained and address any actions identified by audit
5.8 Ensure academies have an appropriate number of trained Designated Safeguarding Leads (DSLs) and that their details are published on the school website			 CIO	Monitor arrangements and receive assurance through reports, escalate concerns where appropriate	
5.9 Ensure school and trust staff receive regular and appropriate safeguarding training			 CIO	Monitor arrangements and receive assurance through reports, escalate concerns where appropriate	 for school staff
5.10 Ensure appropriate members of staff, trustees and governors are trained in safer recruitment			 Via DoP	Monitor arrangements and receive assurance through reports, escalate concerns where appropriate	Complete regular training

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
5.11 Ensure that each School has appointed a designated member of staff to support Looked After Children					
5.12 Approve off-site visits for pupils of more than 24 hours duration					
5.13 Consider any staff, trustee, governor, volunteer DBS returns with disclosed information		 for Trust staff, trustees and governors			 for staff and volunteers
5.14 Monitor attendance and roll movement within schools		Monitor trends and intervene if necessary	 CIO	Support and challenge attendance and roll movement	

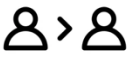
6. Inclusion

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
6.1 Monitor overall educational performance of SEND pupils		Design strategy, review Trust performance and report to Board	Review SEND provision through Trust Success Framework	Monitor effectiveness of the School's SEND provision	Implement and monitor effective SEND provision
6.2 Ensure compliance with the Disability Discrimination Act (DDA) requirements within schools					
6.3 Designate a teacher to be responsible for co-ordinating SEND provision (SENCO)					
6.4 Liaise with local authority in respect of pupils who have (or might have) SEND					
6.5 Make provision for SEND pupils with or without an Education, Health & Care Plan (EHCP)					

7. Complaints

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
7.1 Adopt a Trust-wide complaints procedure and monitor complaints		Report concerns to the Board	Develop policy. Monitor the level of formal complaints across the Trust and report to the Board via DoG	Monitor the level of formal complaints at the school	Report on formal complaints to C-Suite and LGB
7.2 Respond to and hear complaints	  hear complaints at the relevant stage in accordance with the Complaints Procedure		 hear complaints at the relevant stage in accordance with the Complaints Procedure	 hear complaints at the relevant stage in accordance with the Complaints Procedure	 respond to complaints in accordance with Complaints Procedure

8. Estates, including Health & Safety

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
8.1 Adopt a Trust-wide health and safety policy to ensure that the Trust operates within all relevant health and safety legislation and that all pupils and staff are always kept safe within the procedures and practices of the Trust		Report concerns to the Board	Develop policy and monitor implementation across the Trust		Implement policy and review health & safety arrangements annually. Report to PIONEER
8.2 Ensure all staff receive statutory health and safety training			 for PINNACLE and PIONEER		 for school staff
8.3 Emergency planning and business continuity planning			 CFO and COO		Implement trust procedures and report
8.4 Health and safety accident reporting (inc. RIDDOR)			 monitor and report to the Board. Ensure RIDDOR reporting is in place		Implement reporting, monitor and act on reviews
8.5 Statutory compliance testing			 Via DoE		Implement, monitor and report

Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
8.6 Risk assessments		Report concerns to RAG	 Via DoE		 Review annually
8.7 Ensure schools have a designated member of staff who has overall responsibility for every aspect of health and safety					
8.8 Ensure the Trust's estate is maintained so it is fit for purpose and provides a safe, attractive and appropriate environment			 Via DoE		Monitor cluster estate
8.9 General monitoring and action plans in relation to safety of sites and buildings conditions			 Via DoE		Ensure action plans in place for cluster

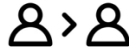
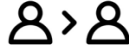
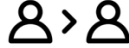
9. Digital, Marketing and Communication

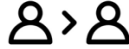
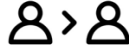
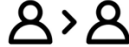
Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
9.1 Adopt a Trust-wide data protection policy and monitor Trust compliance with GDPR	 Via RAG		Develop policy and ensure compliance with GDPR legislation. Investigate data breaches (DPO) Support academies on the effective safe storage of data. Ensure registration with the Information Commissioner's Office is up to date via DPO		Comply with policy. Report data breaches to DPO. Maintain accurate and secure pupil and staff records for the school.
9.2 Ensure Trust and School websites are compliant with statutory guidance			 via DoG and COO		Ensure website information is up to date and accurate. Address any actions identified by website audits

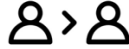
Responsibility	Delegated by the Board?	CEO	C-SUITE	Local Governing Bodies (LGBs)	Executive Director and Head
9.3 Ensure the Trust and academies communicate effectively with pupils, parents, carers, staff and the wider community		 Develop communication strategy		 Actively seek to receive pupil, parent and staff feedback and respond accordingly. Establish and maintain a relationship with the local community	Ensure School systems/communication channels are in place that are in line with the Trust's strategy
9.4 Ensure that all branded items follow Trust branding guidelines (e.g. stationary, staff ID badges, email signatures)			 COO		
9.5 Review and approve any long-life school marketing materials (e.g. logo, website, prospectus, items published in newspapers and magazines, videos, radio adverts)			 COO		Gain CEO approval and permission for any interviews, photography or filing by media and for any marketing materials

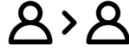
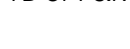
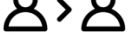
Policy Appendix

This list is based on the DfE's published list of statutory guidance in the [academy trust governance guide](#). It also includes policies and documents that have statutory grounding that are not included on the DfE's list.

Policy Name	Review frequency	Trust Board (TB)	Executive Director and Head	Local Governing Bodies (LGBs)
16 - 19 Bursary Fund (if applicable)	Should be annually		 Develop and approve	Receive via LGB papers to note
Acceptance of gifts, hospitality, awards or prizes	Determined by the Board and CFO	 TB or F&R		Receive via LGB papers to note
Accessibility Plan	Three yearly		 Should be developed and approved at the local level until a Trust-wide template is in place and approved by the TB or a TBC. Once established, Executive Directors (EDs) and Heads will retain responsibility for localising.	Receive via LGB papers to note
Admissions	Annually - must consult on changes at least every 7 years even if no changes	 Trust Board approves PAN and permanent changes to school admissions	 Policy should be developed and approved at the local level until a Trust-wide template is in place and approved by the TB or a TBC. Once established, Executive Directors (EDs) and Heads will retain responsibility for localising.	 Receive via LGB papers to note

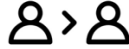
Policy Name	Review frequency	Trust Board	Executive Director/Head	Local Governing Bodies
Attendance	Should be annually		 Policy should be developed and approved at the local level until a Trust-wide template is in place and approved by the TB or a TBC. Once established, Executive Directors (EDs) and Heads will retain responsibility for localising.	Receive via LGB papers to note
Behaviour (include Anti-bullying strategy)	Should be annually		 Policy should be developed and approved at the local level until a Trust-wide template is in place and approved by the TB or a TBC. Once established, Executive Directors (EDs) and Heads will retain responsibility for localising.	Receive via LGB papers to note
Business continuity or disaster recovery plan	Should be annually	 for Central team	 For school Plan should be developed and approved at the local level until a Trust-wide template is in place and approved by the TB or a TBC. Once established, Executive Directors (EDs) and Heads will retain responsibility for localising.	Receive via LGB papers to note

Policy Name	Review frequency	Trust Board	Executive Director/Head	Local Governing Bodies
Charging and remissions	Should be annually		 Policy should be developed and approved at the local level until a Trust-wide template is in place and approved by the TB or a TBC. Once established, Executive Directors (EDs) and Heads will retain responsibility for localising.	Receive via LGB papers to note
Child Protection & Safeguarding Inc: • Safer recruitment • Allegations against staff and low-level concerns	Should be annually, as a minimum	 TB	EDs/Heads to localise	Receive via LGB papers to note
Complaints	Should be annually	 TB or RAG	EDs/Heads to localise	Receive via LGB papers to note
Data Protection & Privacy Notices (include use of biometric data)	Annually, or whenever significant change	 TB or RAG	EDs/Heads to localise	Receive via LGB papers to note

Policy Name	Review frequency	Trust Board	Executive Director/Head	Local Governing Bodies
Equality information and objectives statement	Information annually Objectives every 4 years		 To develop and approve	Receive via LGB papers to note
First Aid* can be included in H&S	Should be annually	 TB or F&R	EDs/Heads to localise	Receive via LGB papers to note
Freedom of Information	Determined by TB	 TB or F&R		Receive via LGB papers to note
Health and Safety	Should be annually	 TB or F&R	EDs/Heads to localise	Receive via LGB papers to note
Governor/Trustee allowances	Should be annually	 TB or F&R		Receive via LGB papers to note
Governor/Trustee Code of Conduct	Should be annually	 TB or RAG		Receive via LGB papers to note
Investment	To be determined	 TB or F&R		Receive via LGB papers to note
Modern Slavery Act Statement	Should be annually	 TB or P&R		N/A

Policy Name	Review frequency	Trust Board	Executive Director/Head	Local Governing Bodies
Premises management documents	Should be annually	 TB or F&R	EDs/Heads to localise	Receive via LGB papers to note
Procurement	To be determined	 TB or F&R		Receive via LGB papers to note
Provider access (Careers – Secondary only)	Should be annually		 Policy should be developed and approved at the local level until a Trust-wide template is in place and approved by the TB or a TBC. Once established, Executive Directors (EDs) and Heads will retain responsibility for localising.	Receive via LGB papers to note
Relationships and sex education and health education (RSHE)	Should be annually		 Policy should be developed and approved at the local level until a Trust-wide template is in place and approved by the TB or a TBC. Once established, Executive Directors (EDs) and Heads will retain responsibility for localising.	Receive via LGB papers to note
Reserves	Should be annually	 TB or F&R		Receive via LGB papers to note

Policy Name	Review frequency	Trust Board	Executive Director/Head	Local Governing Bodies
Scheme of Delegation	Should be annually	 TB		Receive via LGB papers to note
School food	Should be annually		 Policy should be developed and approved at the local level until a Trust-wide template is in place and approved by the TB or a TBC. Once established, Executive Directors (EDs) and Heads will retain responsibility for localising.	Receive via LGB papers to note
SEND policy	Should be annually	 TB	EDs/Heads to localise	Receive via LGB papers to note
SEN Information Report	Should be annually		 To develop and approve	Receive via LGB papers to note
Staff grievance	Should be annually, DfE advises referring to employment law	 TB or P&R		Receive via LGB papers to note
Staff disciplinary procedures	Should be annually	 TB or P&R		Receive via LGB papers to note
Supporting pupils with medical conditions	Should be annually	 TB	EDs/Heads to localise	Receive via LGB papers to note

Policy Name	Review frequency	Trust Board	Executive Director/Head	Local Governing Bodies
Suspensions and Exclusions	Should be annually		 Policy should be developed and approved at the local level until a Trust-wide template is in place and approved by the TB or a TBC. Once established, Executive Directors (EDs) and Heads will retain responsibility for localising.	Receive via LGB papers to note
Uniform	As often as considered appropriate		 Policy should be developed and approved at the local level until a Trust-wide template is in place and approved by the TB or a TBC. Once established, Executive Directors (EDs) and Heads will retain responsibility for localising.	Receive via LGB papers to note
Whistleblowing	Determined by TB	 TB or P&R		Receive via LGB papers to note

Non-statutory Trust-wide policies:

Any additional non-statutory Trust-wide policies should be developed and approved by the C-suite. These should be shared with LGBs for information. The C-suite will determine whether to present them to the Trust Board (TB) or a TB committee for assurance.

Non-statutory School-based policies:

Any additional non-statutory school-based policies should be developed and approved by Executive Directors (EDs) and Heads. Local Governing Bodies (LGBs) should receive these for information.



Between formal reviews of the Scheme of Delegation:

Any additional statutory policies introduced during this period will be approved by the Trust Board (TB) or the appropriate TB committee where a Trust-wide template is available. Executive Directors (EDs) and Heads will retain responsibility for approving any local adaptations. Where no Trust-wide template exists, responsibility for development and approval will sit with the relevant ED and Head.