



Scheme of Delegation

2025-26 v1

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1. POLICY OVERVIEW

1.1. VERSION CONTROL & CHANGES

Date	Description of Change	Owner
Sept 2025	Conversion of document into KET policy template – minor presentational changes.	Kirsten Courtney
Sept 2025	Updated governance structure added to document	Kirsten Courtney
Sept 2025	Changed names of board sub-committees to reflect current committee structure	Kirsten Courtney
Sept 2025	Removal of Terms of Reference for all boards/committees removed from body of document to be added as appendices	Kirsten Courtney
Sept 2025	Update to all appendices and inclusion of draft TORs as appendices (updated by CMW)	Kirsten Courtney

1.2. PURPOSE

The purpose of this Scheme of Delegation is to clearly define lines of responsibility and accountability within the Key Educational Trust (KET).

The KET Board of Directors is accountable in law for all major decisions relating to its academies. However, this does not mean that the board is required to carry out all the trust's governance functions and decision-making responsibilities. Many are delegated to the chief executive officer (CEO), the board's committees, and to local governing boards.

This Scheme of Delegation provides and overarching Scheme of Delegation for all decision making in the KET (Appendix 1) and a separate Scheme of Delegation for Financial Powers as referred to in the Academies Financial Handbook (Appendix 2).

The KET scheme of delegation will:

- Promote a culture of honesty and accountability
- Ensure the senior leadership of the Trust (CEO/Trust Business Manager (TBM) is clear about which decisions the trust board of directors remain in control of
- Identify responsibility for the appointment and performance management of the CEO and school headteachers
- Ensure that the role of the Trust senior leadership team (CEO/TBM) is fully understood throughout the KET
- Identify responsibility for policy and practice in each school
- Identify responsibility for oversight of educational performance in each school
- Identify responsibility for oversight of each school's budget
- Identify responsibility for assessment of risk in each school

1.3. SCOPE

This Scheme of Delegation applies to the whole organisation and all its academies. It will also apply to any academies joining within the period it covers.

1.4 REVIEW & OWNERSHIP

This is an internal policy is owned by the Trust Business Manager and subject to approval by the Trust Board of Directors. As the KET grows and matures through welcoming new schools to the Trust, the workings of the KET are likely to change,

both in terms of governance and management. The Scheme of Delegation (SoD) will therefore be reviewed annually, with changes made as necessary to reflect the changing circumstances and ensure that the KET continues to best meet the needs of its academies. All involved in governance of the KET will be made aware of any changes and what these mean in practice. This document is not to be redistributed externally without express permission of the Trust Leadership Team.

2. KEY TERMS & RESPONSIBILITIES

2.1 DEFINITIONS

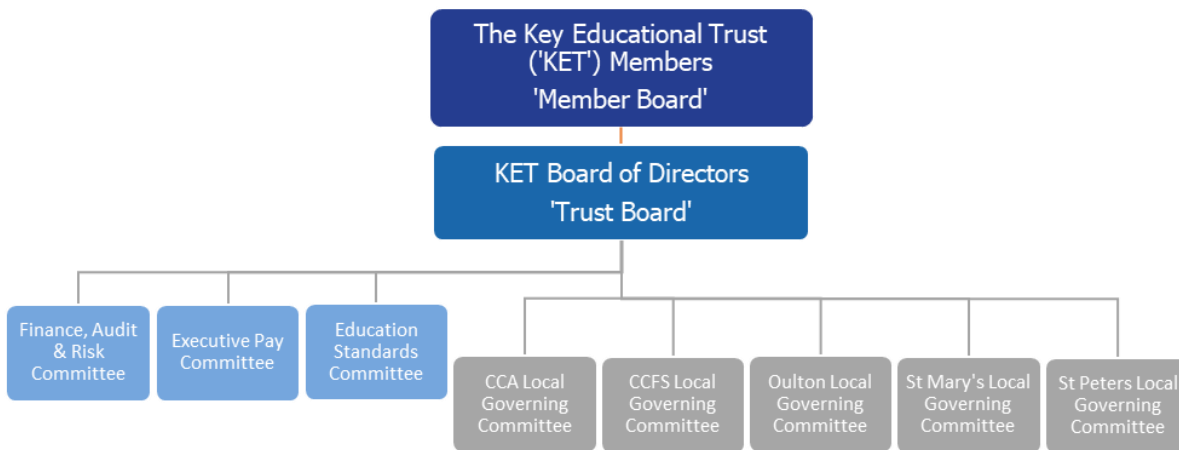
- **Governance Structure:** a diagram depicting the framework that defines the authority, responsibility, and decision-making power within an organisation
- **Terms of reference (TOR):** defines the purpose and structures of boards/committees.
- **Delegation:** the formal process of granting authority to committees and individuals to make decisions or carry out specific functions on behalf of the board

2.2 RESPONSIBILITIES

See section 3.2

3 POLICY DETAILS

3.1 THE KEY EDUCATIONAL TRUST GOVERNANCE STRUCTURE



3.2 CODE OF CONDUCT FOR MEMBERS, DIRECTORS/TRUSTEES AND LOCAL GOVERNING COMMITTEES

The Key Educational Trust (KET) has a code of conduct, which sets out the expectations on, and commitment required from, members, directors and local school governors in order for the KET to properly carry out its work within the schools and the wider community. Each has their own roles and responsibilities, but all are expected to respect and uphold the following seven Principles of Public Life as defined by the Nolan Committee:

The Seven Principles of Public Life

(Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations).

Selflessness - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership - Holders of public office should promote and support these principles by leadership and example.

3.3 KET ROLES AND RESPONSIBILITIES

Members

The members of the KET are guardians of its governance structure although they have no day-to-day role in the running of the school. The members appoint directors/trustees to ensure that the trust's charitable object is carried out and can remove them if they fail to fulfil this responsibility.

Directors/Trustees

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

The board of directors is responsible for the general control and management of the administration of the KET and, in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement, is legally responsible and accountable for the three core governance functions including the performance of all schools within the trust. It must also approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. The board of directors has the right to review and adapt its governance structure at any time which may, where necessary, include removing delegation.

The board of directors is the employer of all staff employed within the KET.

Trust Board Committees

The KET directors have established three committees:

- Finance, Audit and Risk Committee
- Strategy Committee

All of the KET committees have delegated responsibilities but all decisions made will be deemed decisions of the trust board. There will always be at least 3 directors on each committee and the responsibilities are set out in the terms of reference.

Chief Executive Officer (CEO)

The KET CEO has the delegated responsibility for the operation of the KET including the performance of all of its schools. The CEO therefore performance manages the school headteachers, with support from the Trust Board of Directors and

academy Local Governing Committees. The CEO is also the accounting officer so has overall responsibility for the operation of the KET's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

Local Governing Committees

Each school in the KET has a local governing committee to carry out some of the school level governance functions, including in particular the statutory requirement to ensure the protection and safeguarding of its pupils. It will also closely monitor school finances and school performance.

The local governing committee is a committee appointed by directors who will hold them to account as well as listen to issues they raise. Directors have the power to appoint and remove local governing boards although such action will be unlikely where schools are performing well.

Principal / Executive Headteacher / Headteacher

The headteacher is responsible for the day to day management of the school and is managed by the CEO. The headteacher may then further delegate such functions to individual members of staff. However, the headteacher reports to the Local Governing Committee on matters which have been delegated to it.

3.4 TERMS OF REFERENCE

The Key Education Trust governance structure described above is supported by Terms of Reference for the Members, Trust Board, Trust Board Committees and Local Governing Committees. The up to date Terms of Reference for each are appended to this document.

4 MONITORING & REPORTING

Ongoing monitoring of the adherence to the Scheme of Delegation and any breaches should be reported to the Board. The application and adherence to the Scheme of Delegation is subject to annual review by the Trust internal and external auditors.

5 COMPLIANCE

All parties involved in boards and committees must comply with the Scheme of Delegation.

6 APPENDICES

APPENDIX A: OVERARCHING SCHEME OF DELEGATION SEPT 2025

APPENDIX B: DELEGATION OF FINANCIAL POWERS SEPT 2025

APPENDIX C: DRAFT KET MEMBERS TOR - SEPT 2025

APPENDIX D: DRAFT KET BOARD OF DIRECTORS TOR - SEPT 2025

APPENDIX E: DRAFT KET FINANCE-AUDIT-RISK COMMITTEE TOR - SEPT 2025

APPENDIX F: DRAFT KET STRATEGY COMMITTEE TOR - SEPT 2025

APPENDIX G: DRAFT KET LGC TOR - SEPT 2025