



Scheme of Delegation

2025/2026 Academic Year

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Trust Context, Vision and Values

Spa Education Trust (the Trust) is a well-established multi-academy Trust. As of July 2025, the Trust has two academies (one secondary school and one 4 – 16 free school), both based in Southwark, South London. The Trust has several layers of

governance: Members, Board of Trustees (the Board), Operation Committee, Senior Leadership Team (SLT) and Local Governing Bodies (LGB) that provide academy focused challenge and support.

This Scheme of Delegation is underpinned by the Trust's vision:

Spa Education Trust is a community made up of students, parents, staff, governors and trustees, working together. Our vision is to provide excellence in education for students with autistic spectrum disorders. The trust aims are that all students:

- *are happy safe and healthy;*
- *learn and achieve at every level;*
- *develop independence and self-advocacy;*
- *are ready for the future.*

Governance Structure

The Trust's governance structure is shown in Appendix A.

- Members are the guardians of the governance of the Trust and must ensure it carries out its charitable objective. To do this they need an overview of governance arrangements, but responsibility for conducting the business of the Trust remains firmly with the Trustees. Members should therefore be 'eyes on, hands off'.
- The Board has ultimate legal accountability for the Trust and is responsible for Trust policy and strategic decision-making. The Board can execute all powers of the Trust, including those which have been delegated. The Trustees oversee the management and administration of the Trust and its academies and delegate authority and responsibility to others, including the Executive Headteacher and School Leadership Teams, to undertake the day to day management of the Trust and its academies. Key matters reserved to the Board include setting the strategic direction, vision and values of the Trust and approval of the Trust strategic plan, policies and educational targets. The Trustees act as both Charity Trustees and the Directors of the Company (Spa Education Trust).

The Board is supported in its work by its committees for:

- Audit, Risk, Finance, HR & Premises – Operations Committee
- Achievement, Standards & Wellbeing - Local Governing Bodies
- Setting Executive pay – Executive Headteacher Pay Committee

The Trust Articles of Association set out the charitable objects of the Trust along with its governance composition and overarching procedures. They can be viewed on the Trust [website](#):

- The Senior Leadership Team comprises the Chief Executive Officer (CEO), the Chief Financial Officer (CFO) and a number of other senior Trust leaders. The Trustees delegate the day to day management of the Trust to the CEO, who is also the Accounting Officer (AO). The CEO is responsible for the leadership and management of the SLT which, in turn, is responsible for the operational running of the Trust and for supporting the Trust academies.
- The Headteachers are responsible for the day to day management of the Trust's academies.
- The LGB's of each academy is accountable to the Board for ensuring that the school leadership teams fulfil their responsibility for educational outcomes for their pupils, safeguarding, health and safety and community engagement. They provide the governance role of challenge and support at academy level. The LGB Terms of Reference sets out the constitution, the process for appointment / removal of governors and how the LGB will operate.

Scheme of Delegation Framework

The Board has overall responsibility for governance of the Trust and all its academies. The Board delegates many of its governance functions to other layers of governance, including to the Operations Committee, Executive Headteacher, Finance Manager, LGB's and the Headteacher of each academy. This Scheme of Delegation defines these responsibilities and accountabilities and is in line with the following documents:

- The Trust's Articles of Association, which set out, the charitable objects of the Trust along with its governance composition and overarching procedures.
- The Trust's Funding Agreements that set out the conditions upon which the Trust receives its funding.

- The Academy Trust Handbook which is issued by the Department of Education (DfE) and sets out the financial framework and governance requirements for academy trusts reflecting their status as companies, charities and public bodies.

Roles and Responsibilities

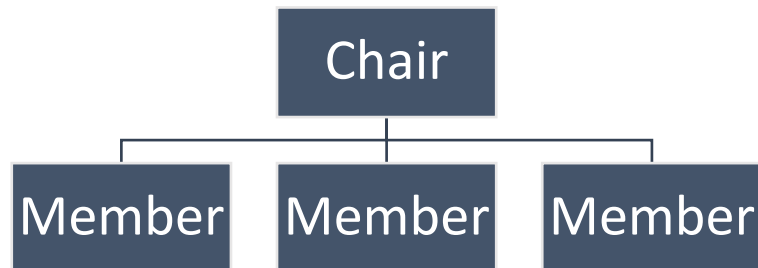
The following pages detail the specific responsibilities of the Board, Executive Headteacher, Senior Leadership Team, LGBs and Headteachers in the areas of governance; budgets, finance and risk; staffing and HR; standards, curriculum and target setting; safeguarding; SEND; complaints; health, safety and estates, and information management, communication and marketing.

A sponsored academy, or an academy where there are concerns about leadership, governance or other areas, may have fewer delegated functions which will be determined on a case by case basis. The specific responsibilities of the Members are as follows:

- Review, amend and agree the Articles of Association
- Change the name of the Trust
- Receive an Annual Report from the Board and the CEO on the Trust's performance (including standards)
- Appoint/remove Members
- Appoint up to nine Trustees and remove any of these
- Receive the Trust's audited annual accounts
- Appoint external auditors for the Trust
- Approve any service contracts for Trustees

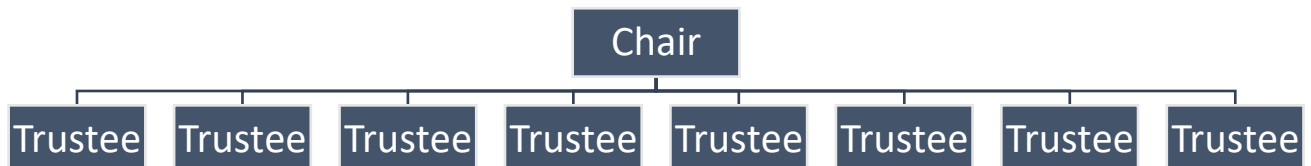
Appendix A – Governance Structure

Members



Each Trust determines how best to keep Members informed so they can be assured that the Board is exercising effective governance and leadership of their Trust. The Board are invited to every general meeting including the Annual General Meeting (AGM). It is the Board who call these meetings and decide on the agenda. This maintains a robust governance structure as the majority of Members are independent of the Board.

The Board of Trustees



Roles and Responsibilities

The skills of all trustees are regularly audited and areas of expertise or interest identified. Trustees take a leading interest and responsibility across the following areas:

- Workforce;
- Safeguarding;
- School Improvement;

- Governance and Leadership;
- Finance and Operations;
- School Improvement;
- High Quality and Inclusive Education.

Senior Leadership Structure

The Board is supported via the following Senior Leadership staffing structure:

Spa Education Trust Central Leadership Team

- Executive Headteacher (CEO)
- Finance Manager (CFO)
- HR Manager
- Premises Manager

Spa School Bermondsey Senior Leadership Team

- Headteacher
- Deputy Headteacher
- Assistant Headteacher
- Assistant Headteacher |

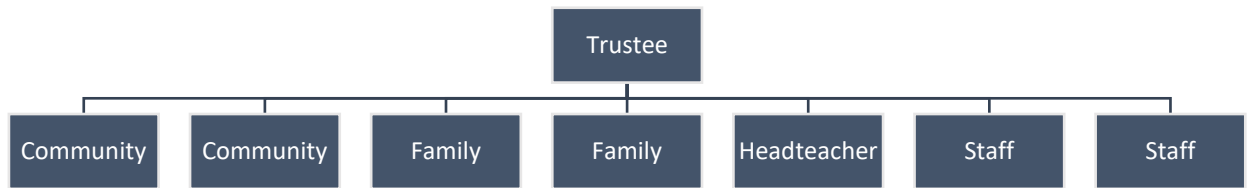
[AB1] Spa School Camberwell Senior Leadership Team

- Headteacher
- Deputy Headteacher
- Assistant Headteacher
- Assistant Headteacher |

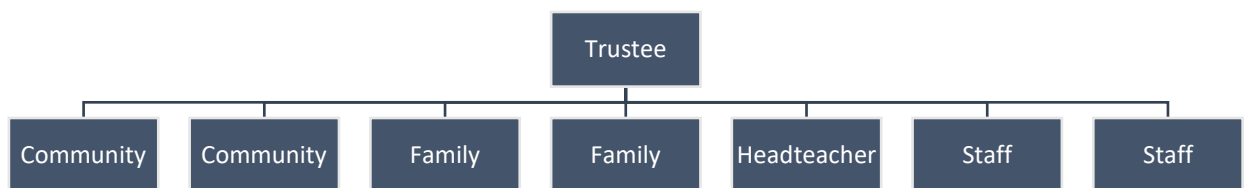
[AB2]

Local Governing Bodies

Spa School Bermondsey



Spa School Camberwell



Appendix B – Delegated Responsibilities

Key



Responsible and **A**ccountable for action at this level



Responsible for action at this level



Accountable for action at this level



Support to those accountable and/or responsible for decision-making



Consulted by those accountable and/or responsible for decision making



Informed by those accountable and/or responsible for decision making

Appointments	Members		Trustees		CEO	Operations Committee	CFO	Local Governing Bodies	Headteacher	Comments
Members: Appoint/Remove in accordance with the Trust's Articles of Association	A	R	S		I		I			Trustees responsible for calling the meeting
Trustees: Appoint in accordance with the Trust's Articles of Association	A	R	A	R			I			
Trustees: Remove in accordance with the Trust's Articles of Association	A	R	A	R			I			TB accountable to Members
Trustees: Update Companies House with changes in Trustees			A		A		R			
Trustees: Annually appoint trustees to the Executive Pay Committee			A	R						TB accountable to Members
Chair of the Board: appoint annually, remove, suspend			A	R	I		I	I	I	TB accountable to Members
Chair of Operations Committee: appoint annually, remove, suspend			A	R						TB accountable to Members
Chair of LGBs: appoint annually, remove, suspend			A	R	I			I	I	TB accountable to Members
Chief Executive Officer: appoint, remove, suspend			A	R			I		I	TB accountable to Members
Chief Financial Officer for delivery of Trust's detailed accounting processes: appoint, remove, suspend			A		R				I	CEO to advise TB
External Auditor: appoint at the AGM	A	R	S				S			Trustees responsible for calling the meeting
External Auditor: recommend			A	R	C		S			CFO to advise TB
Internal Auditor: appoint			A	R	C	S	S			CFO to advise TB
Central Trust staff: appoint, remove, suspend			I	A	R					CEO accountable to TB

Headteacher: appoint, remove, suspend		C	A	R					CEO accountable to TB
LGB members: elect and appoint in accordance with the Trust's Articles		A	R	C			C	S	
Designated Trustee for Safeguarding		A	R	C			I	I	
Clerk to the Board: appoint, remove, suspend		A	R	C	I	I	I		TB accountable to Members
Clerk to Operations Committee: appoint, remove, suspend		A	R	C	I				TB accountable to Members

Strategy & Leadership	Members	Trustees	CEO	Operations Committee	CFO	Local Governing Bodies	Headteacher	Comments
Trust's vision, values and ethos: determine		A	R	C			S	TB accountable to Members
Trust's strategic plan, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		A	R					TB accountable to Members
Trust-wide strategy for academy improvement		A	R		I	I	C	TB accountable to Members
Academies strategic plans, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		A	R		I	I	C	
Effective implementation of strategy: Hold CEO to account		A	R			I	I	TB accountable to Members
Progress against Trust Strategic Plan: review		A	R					CEO to advise TB
Trust-wide Estates strategy: determine		A	R					
Trust-wide IT strategy: determine		A	R					

Trust-wide procurement strategies and efficiency savings programme: develop		A	R					
Trust-wide strategy for insurance arrangements to comply with the Trust's legal obligations and to deliver financial efficiencies: agree		A	R					CFO to advise TB
Asset Use and Maintenance Strategy: determine		A	R		S			
Trust Contingency & Business Continuity Plans: agree		A	R				I	CEO to advise TB TB accountable to Members
Trust Expansion Plan / due diligence		A	R					CEO to advise TB TB accountable to Members
Enhance Trust-wide collaboration			A					CEO accountable to TB
National education policy changes: review			A	R			S	CEO to advise TB

Governance	Members		Trustees		CEO	Operations Committee	CFO	Local Governing Bodies	Headteacher	Comments
Role description for Members	A	R	I							
Role descriptions for Trustees / Chair / Operations Committee / LGBs: agree			A	R	C	I	I	I	I	
Articles of Association: review and agree	A		R		C					
Scheme of Delegation: review and agree			A	R	C	I	S	I	I	
Governance structure (Committees) for the Trust: establish and review annually			A	R	C	I	I	I	I	
Terms of Reference for the Board, Operations Committees & LGBs: agree annually			A	R	C	I	I	I	I	TB accountable to Members

Annual schedule of business for the Board: agree		A	R	S						
CEO Report format: agree				R						
Termly CEO Report: receive and review		A	R						CEO accountable to TB	
Termly CFO Report: receive and review					A	R			CFO accountable to CEO	
Termly Headteacher Report: receive and review				A	R			A	R	Head accountable to CEO
Reporting arrangements for progress on key priorities: agree		A		R	R	R	R	R	R	
Reporting arrangements on use of grant funding – pupil premium, catch-up funding PE & sport: agree		A		R	R	R	R	R	R	
Termly report on performance of the Trust: submit to Members		A	R	C						Chair of Trustees
Self-review of the Board: complete annually		A	R	C						Chair of Trustees
The Board meeting attendance and contribution: review annually and publish attendance on Trust website		A		R						
Operations Committee meeting attendance and contribution: review annually and publish attendance on academy website				R	A					
Trustee academy visits/support and challenge: agree arrangements		A	R	C					C	S
Compliance with publishing requirements on Trust and Academy websites including governance: ensure		A		R						CEO accountable to TB
Engagement with stakeholders	R	R	R	R	R	R	R	R	R	
The Board Skills Audit: complete and recruit to fill gaps		A	R	S						
Trustee Succession – Governance Roles & Responsibilities: plan		A	R	C						Chair of TB
Trustee recruitment: undertake		A	R	C	S				S	
Local Governor recruitment: undertake		A	R	C					S	

Support for the Board Member Panels (exclusions, complaints, appeals): undertake		A	R	C				
Governance Training Programme: agree		A	R	C			S	

People	Members	Trustees	CEO	Operations Committee	CFO	Local Governing Bodies	Headteacher	Comments
Trust's staffing structure: recommend			R					CEO to recommend to TB
Trust's staffing structure: agree		A						TB accountable to Members
Academy's staffing structure: agree		A	R		I	I	C	
Trust-wide Wellbeing & Workload Charter: implement		A	R		I	I	C	
Appraisal of the CEO: undertake		A	R					
Appraisal of Headteacher: undertake			A	R				
Appraisal of Academy Staff: undertake			A				R	
Staff appraisal procedure and pay progression: review and agree		A	R					
Pay recommendations: agree in accordance with policy		A	R					

Finance	Members	Trustees	CEO	Operations Committee	CFO	Local Governing Bodies	Headteacher	Comments
Named Accounting Officer (the CEO): agree		A R			S			TB accountable to Members
Overall responsibility of Trust Funds		A	R					TB accountable to Members
Trust performance value for money: monitor and evaluate		A	R	S	S			
Trust balanced budget in accordance with DfE timeframes: approve		A	R	S	S			Operations Committee to advise TB
Budget plan to support delivery of Academy's key priorities: agree		A	R	S	S		I	Operations Committee to advise TB
Central spend / Management Fee for each Academy: agree		A	R		S		I	
Trust performance against Trust Budget: review		A	R	S	S			Operations Committee to advise TB
Internal and External Auditors' Report: receive and respond		I	I	A R				CFO accountable to TB
Financial Controls are in place: ensure		A	R		S			
Annual report and externally audited accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: approve		A R	S		S			
Trust's externally audited accounts: submit to DfE by 31 st December, circulate to every Member, publish on the Trust's website by 31 st January and file with Companies House by 31 st May		A	I		S			
Management Accounts provided to Trustees monthly					A R			
Capital Projects: review and approve		A	R		S		I	

Scheme of Financial Delegation for the Trust: establish and review		A	R	C		S			
Financial outgoings not covered by the SoD: approve		A		R		S			
Benchmarking and Trust-wide value for money: ensure robustness		A		R		S			
Financial Contingency Plan/levels of reserves: agree		A		R		S			
CEO pay award: agree		A	R	I					
Headteacher pay award: agree		A	I	R					
Overall responsibility of payroll: undertake				A	R	I			CFO accountable to CEO

Risk Management	Members	Trustees	CEO	Operations Committee	CFO	Local Governing Bodies	Headteacher	Comments
Trust Risk Register to manage risk – financial and non-financial: establish, review and monitor		A		R	S			
Auditing and Reporting arrangements for matters of Trust compliance (e.g. safeguarding, H&S, employment): agree		A		R	S			
Auditing and Reporting arrangements for matters of Academy compliance (e.g. safeguarding, H&S): agree		A		R	S			
Register of Business interests		A		R	S			
IT Acceptable Use Agreement		A		R	S		R	
Compliance with the Gifts, Hospitality & Bribery Policy and Procedures: ensure		A		R	S		S	

Compliance with UK GDPR and Data Protection Policies & Procedures: ensure		A		R	S		S	
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Curriculum & Standards	Members	Trustees	CEO		Operations Committee	CFO	Local Governing Bodies		Headteacher	Comments
Balanced and broad Curriculum: agree and monitor		A	R				I	R		
Effective processes (Quality of Education Review, ATAR & APSC) for evaluation and review of the quality assurance of teaching and learning, curriculum, inclusion and outcomes by year and by vulnerable group		I	A	R			I	C		
Ofsted Inspection Reports: monitor and evaluate		I	A	R			I	R	CEO accountable to TB	
Academies: set targets for pupil outcomes		I	A				I	R		
Academies: ongoing review and annual evaluation		I	A				I	R		
Academies: LGBs support and challenge		I					A	R	S	LGBs accountable to TB
Funding Agreements: ensure compliance		A	R		I	R				
Trust-wide forums: share best practice		I	A	R			I	R		

Procurement ^[AB3]	Members	Trustees	CEO	Operations Committee	CFO	Local Governing Bodies	Headteacher	Comments
Approve contracts up to £9,999		A			R			
Approve contracts up to £19,999		A	R					
Approve contracts £20,000 – £49,999		A		R				
Approve contracts over £50,000		A R						Including contracts over the Public Contracts Regulations threshold and contracts under the “Light Touch Regime.”

Policies	Members	Trustees	CEO	Operations Committee	CFO	Local Governing Bodies	Headteacher	Comments
Determine Trust wide policies which reflect the Trust’s ethos and values: schedule and implement		A R						
Review and approval of statutory trust policies that cannot be delegated (see policy schedule)		A R						
Facilitate discussions with unions and the JNC		A	R		C			CEO accountable to TB

Review academy level policies including safeguarding and child protection, admission arrangements, careers, RSE school uniform, SEND, equality objectives for approval by the Board.		A	R				C	CEO accountable to TB
Statutory policies delegated to the Operations Committee for approval (see policy schedule)		A		R				Operations Committee to advise TB

Monitoring Arrangements

The Board is responsible for the implementation of this policy. This policy will be reviewed and approved by the Board every year.