



SCHEME OF DELEGATION

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Signatories

I declare that I have read, understood and agree with the contents of this delegation framework.

School Name.....

ROLE	NAME	SIGNATURE
Chair of the Local Governing Board		
Headteacher		

Date of Implementation.....

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Foreword

This document details the framework for effective governance at Achieve and Learn Trust. By Achieve and Learn Trust (“the Trust”) we mean all of the academies within the Trust, along with the Executive Team and Central teams that support these academies.

The Board of Trustees is the accountable authority as defined in the Articles of Association and the Academy Trust Handbook. However, some oversight, monitoring and decision making is delegated through the frameworks described in this document.

The Chair of the Board of Trustees and the Chief Executive Officer have approved this delegation framework as the appropriate approach to governance for Achieve and Learn Trust.

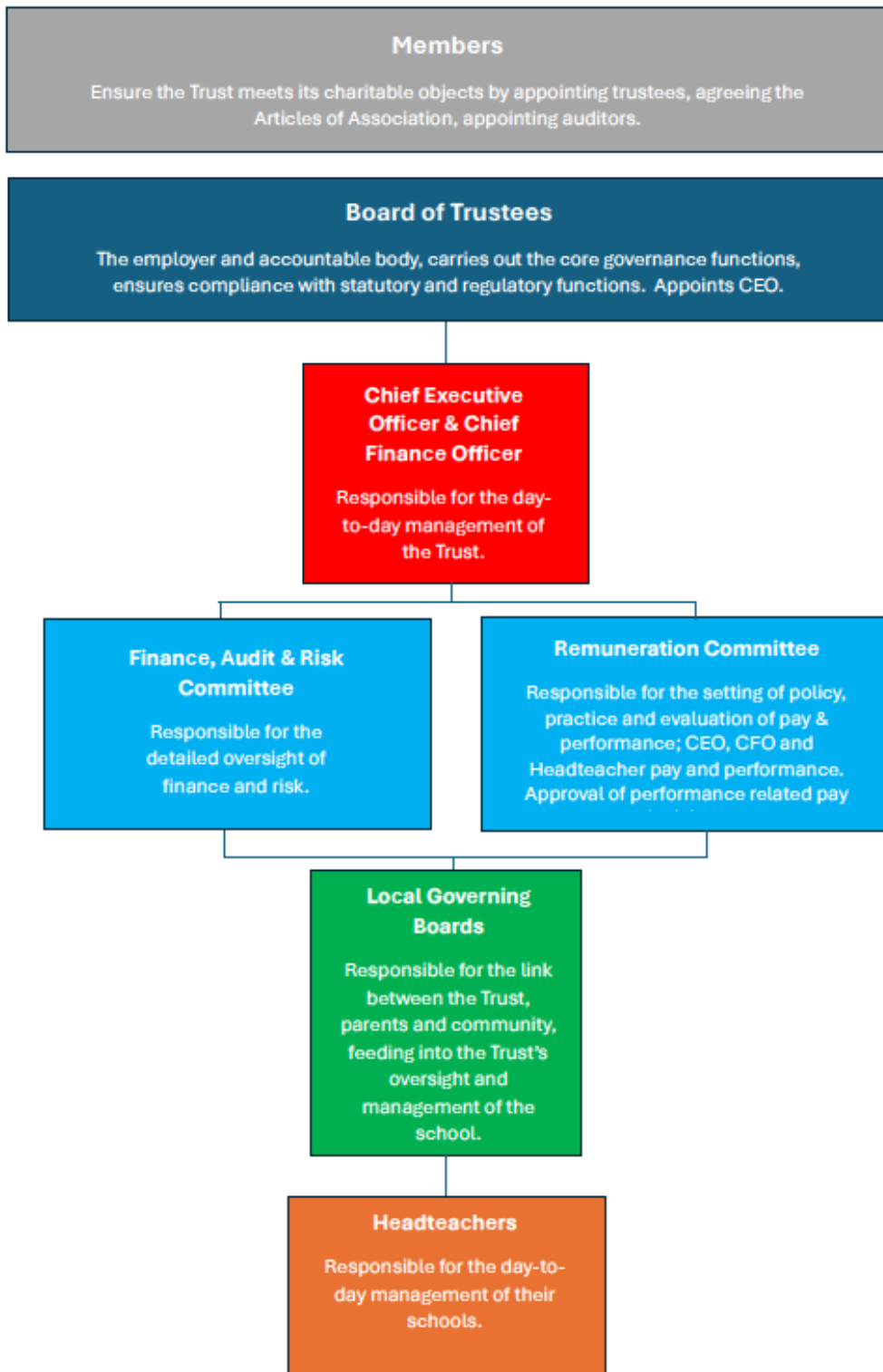
Rachel Quesnel

On behalf of the Board of Trustees

Kim Earle

Chief Executive Officer

Achieve and Learn Trust Governance Structure



The Governance Structure

1. The Trust

The Trust is a company limited by guarantee and exempt charity. It is funded by way of funding agreements with the Secretary of State for Education and under those funding agreements it must comply with the Academy Trust Handbook.

The Trust operates the governance structure set out above. Greater detail on each level of governance is set out below.

2. Members

Members have a distinct but limited role. It is, however, an incredibly important one. In summary, the role of Members is to act as the 'guardian' for the effective operation of the Trust assuring themselves that the Board is exercising effective leadership and governance of the organisation.

Members have a similar role to shareholders of a company limited by shares, and their powers are set out in the Trust's Articles of Association and within company law. Members appoint Trustees and are also able to remove Trustees they appointed if they fail to fulfil their duties properly in accordance with the Articles of Association. Whilst Members can also be Trustees, the Trust is mindful of the DfE's guidance contained within their Academy Trust Governance Guide (October 2024) that robust governance structures will have a significant degree of distinction between the Members and the Trustees. As such, only one Member can be appointed as a Trustee and sit on the Board of Trustees. Members must also approve, for example, changes to the Trust's Articles of Association or to its company name.

Members have the right to receive the Trust's audited annual report and accounts approved by the Trustees and appoint and remove the Trust's auditors.

Members meet at least once a year at the Annual General Meeting (AGM).

3. Trustees

Trustees are both charity trustees (as the Trust is a charity) and company directors (as the Trust is a company).

The Board of Trustees (the Board) sets the vision and strategic direction of the Trust in accordance with its charitable objects, and has collective accountability and responsibility for the Trust and for assuring itself that there is compliance with regulatory, contractual and statutory requirements. The constitution of the Board is set out in the Trust's Articles of Association.

The Board may delegate some of its responsibilities to the Executive Team or committees, which includes local governing bodies (LGBs). In so doing, it holds the Executive Team and committees to account. The Board of Trustees also oversees the financial performance of the Trust and ensures that public money is well spent.

Trustees retain the power to remove any Governor where there are concerns raised by Ofsted, the performance of the school or conduct of Governors. Any decision made by the Trustees will be agreed by the full Trust Board.

4. Trust Board Committees

The Board of Trustees has established two committees, with delegated authorities as follows:

The Trust Finance, Audit & Risk Committee to which the Board delegates financial scrutiny and oversight and which supports the Board in maintaining the Trust as a going concern. It oversees financial reporting, internal controls and risk management systems, compliance and internal and external audits.

The Remuneration Committee leads on any recruitment and selection process for the Chief Executive Officer (CEO) post. The Chair of the Trust conducts the appraisal of the CEO and recommends to the Remuneration Committee the remuneration of the CEO. This committee also determines the pay of the direct reports of the CEO, who are in the Central teams.

The detailed responsibilities of both Committees are set out in their Terms of Reference.

5. Chief Executive Officer (CEO)

The CEO is appointed as the Accounting Officer for the Trust to carry out the duties as outlined within the Academy Trust Handbook, including an accountability for the proper stewardship of public funds, regularity and propriety.

The CEO also has the delegated responsibility for operational leadership and management of the Trust.

6. Headteacher

The Headteacher is responsible for the day-to-day running of their academy. They bring regular reports to the school's Local Governing Body (LGB) on the overall performance of the school, progress of pupils and any other matters delegated to them.

7. Executive Team

The Executive Team comprises of the CEO and the Chief Financial Officer (CFO). The CFO has delegated responsibility for the Trust's financial procedures. The Executive Team will expand further with the Trust's growth and centralisation plan.

8. Local Governing Bodies (LGBs)

The responsibilities of the LGBs are set out in the Trust's Governor Handbook. LGBs are established by the Board and the Board may delegate certain responsibilities to them. Individuals who are appointed to an LGB are known as Governors.

In summary the main responsibility of LGBs within the Trust is to provide scrutiny of the delivery of the Academy Improvement Plans to ensure the academy is working within agreed financial budgets, to monitor the academy is working within agreed policies and help the academy to engage with all stakeholders. The LGB should also provide strong support and challenge to the academy leadership team.

Responsibilities and powers delegated to the LGB may be further delegated to a sub-committee or to the Headteacher as appropriate. See the detail in the delegated responsibilities section below and in the Trust's Governor Handbook or the Trust's Finance Manual.

Code of Conduct and Upholding Standards in Public Life

Trustees and governors pledge to abide by the Trust's Vision and Values at all times, the Governance Code of Conduct and to uphold the Nolan Principles of Public Life:

- Selflessness

- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Further information on the Nolan Principals is available on the DfE website:<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

Acceptance of these by Trustees and Governors is recorded in Trust Board and LGB meetings held at the start of each academic year.

Delegated Responsibilities

Governance Overview

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Set the Trust Vision, Values and Culture	Board of Trustees	CEO	
Set the Trust Strategy	Board of Trustees CEO	CFO	
Appoint and remove members	Members		Articles of Association
Appoint and remove Trustees	Members Trustees (if appointed by the Trustees i.e. Co-opted Trustees)		
Appointment and dismissal of Chief Executive Officer	Board of Trustees	Director of People or External legal advice	Trust's relevant HR policies
Appoint and suspend Chair of LGBs	CEO	Headteacher Executive Team	LGB Terms of Reference
Dismiss an LGB chair	Chair of the Board of Trustees	CEO Director of People & External HR	LGB Terms of Reference
Appoint Governance Professional	Board of Trustees	CEO Director of People	Trust's relevant HR policies
Appoint Clerks to the LGBs	Chair of Board of Trustees	Governance Professional LGB Chair Headteacher	Trust's relevant HR policies
Approve and amend the Articles of Association	Board of Trustees DfE/Charity Commission	Members (for formal adoption) Governance Professional Executive Team	Articles of Association
Approve and review the Delegation Framework	Board of Trustees	Executive Team Governance Professional	Academy Trust Handbook

Approve and review Terms of Reference for Trust Board Committees	Board of Trustees	Governance Professional Executive Team	
Ensure finance skill set on Trust Board	Members Trustees	Board of Trustees CFO CEO	Academy Trust Handbook
Approve and review Terms of Reference for LGBs and Pupil Disciplinary Committee	Board of Trustees	Executive Team Headteacher LGB Chair	Articles of Association
Appoint Governors to the LGBs and Pupil Disciplinary Committee	CEO	Headteacher Executive Team	LGB Terms of Reference
Suspend or dismiss Governors to the LGB and Pupil Disciplinary Committee	CEO	Headteacher Executive Team	LGB Terms of Reference
Oversee compliance with Data Protection Regulations and take responsibility for reporting data breaches to the Information Commissioners Office (ICO). The DPO reports directly to the Chair of the Board.	The Trust's Data Protection Officer	Data protection co-ordinator in each school Headteacher	The Trust's Data Protection polices
Ensure compliance with Equalities legislation	Board of Trustees CEO	Headteacher LGB	Academy Equality Objectives
Attend Trust/Academy inspections	CEO Chair of Trust Board Vice Chair of Trust Board	Headteacher Members of LGB	Ofsted Inspection Handbook
Approve Trust-wide policies	Board of Trustees	Executive Team Unions for some staff policies	Governance Handbook Trust Policy Matrix
Monitor use and implementation of all Trust policies	Executive Team	Headteacher	Trust Policy Matrix
Approve and review school specific policies e.g. behaviour for learning, examinations, educational trips	Board of Trustees LGB	Headteacher	The Trust Policy Matrix
Monitor use and implementation of all policies for the School	LGB	Headteacher	The Trust Policy Matrix
Replace and disband an LGB with an interim Governing Body and vice versa	Trustees CEO	Headteacher	

Finance, Audit and Risk

The committee shall meet at least three times per year.

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Prepare the proposed annual school budget	CFO	Deputy CFO Headteacher	Trust Finance Manual
Approve individual school budgets for each academic Year	Board of Trustees	Chief Financial Officer (CFO)	
Determine the proportion of the academies budget that will be a management fee for central operations	Board of Trustees	CEO, CFO	
Monitor expenditure of individual school against agreed annual budget to ensure there is no overspending	CFO Trust Finance, Audit and Risk Committee	Deputy CFO Headteacher	
Determine where any additional funding/income received by the school during the year, can be spent	CFO Trust Finance, Audit and Risk Committee	Headteacher CEO	
Approve/review Trust Finance Manual	Board of Trustees	CFO Deputy CFO	
Determine which contracts are to be procured Trust-wide	CFO	Deputy CFO	Trust Finance Manual
Authorise expenditure which is not already included in the Budget Plan up to £15,000	Executive Team	Deputy CFO Trust Operations and Safety Manager Headteacher	
Authorise expenditure which is not already included in the Budget Plan up to £50,000	Trust Finance, Audit and Risk Committee	Executive Team Deputy CFO Trust Operations and Safety Manager Headteacher	
Authorise expenditure which is not already included in the Budget Plan over £50,000	Trust Board	Executive Team	
Open up a new bank account for a school or head office	Board of Trustees	CFO	

Approve, review and maintain Trust Risk Register	Board of Trustees	Trust Finance, Audit & Risk Committee Executive Team	
Approve, review and maintain Academy Risk Register	LGB	Headteacher Executive Team	
Appointment and removal of external auditors	Members	CFO Board of Trustees	Academy Trust Handbook
Appointment and dismissal of internal auditors	Board of Trustees	CFO	
Delivering annual report and accounts	CFO Members	Board of Trustees External auditors CEO	Academy Trust Handbook
Managing conflicts of interest and related party transactions	CFO	Board of Trustees External auditors CEO	Academy Trust Handbook Trust Register of Interest
Ensure compliance with DfE requirements (formerly ESFA)	CFO	Board of Trustees External auditors CEO	Academy Trust Handbook
Ensure adequate insurance cover is in place	Board of Trustees	CFO	Academy Trust Handbook
Agree a programme of work annually to deliver internal scrutiny for the Trust	Trust Finance, Audit & Risk Committee		Academy Trust Handbook
Oversee and approve the Trust's programme of internal scrutiny and ensure that risks are being properly addressed	Trust Finance, Audit & Risk Committee		Academy Trust Handbook
Report to the Board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and risk	Trust Finance, Audit & Risk Committee		Academy Trust Handbook

Education and Standards

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Determine the academy's curriculum	Headteacher and senior leadership determine local school curriculum (except in schools RI or below when it would be determined by the CEO) CEO	CEO LGB	National Curriculum Exam Board Specifications Music Development Plan British Values/SMSC PSHCE curriculum
Ensure curriculum policies: RE, RSE and collective worship are regularly reviewed, delivered and updated in line with statutory requirements	CEO	Headteacher LGB	Statutory guidance relating to these areas of provision
Set and deliver school assessment in line with Trust approach	Headteacher (except in schools RI or below when it would be determined by the CEO) CEO	LGB Headteacher (RI school or below)	Trust KS3 Assessment Procedures
Determine the Academy's Improvement Plan and monitor progress	Headteacher (except in schools RI or below when it would be determined by the CEO) CEO	LGB Headteacher (RI school or below)	Trust Strategic Plan Individual Academy Improvement Plan (eg. Post Ofsted)
Ensure accessibility to high-quality and timely data at school and Trust level	CEO CFO	Headteacher LGB Board of Trustees	
Monitor pupil progress and attainment, including specific groups e.g. pupil premium	Headteacher	CEO LGB Board of Trustees	
Ensure high-quality CEAIG (Careers) provision across the Trust, in line with statutory guidance	Headteacher	CEO LGB Board of Trustees	

School Admissions Policy. Determine and consult where necessary to issue to the LA, in accordance with statutory requirements and timelines. (The Trust is the admissions authority and delegates this responsibility to the Headteacher)	Headteacher	CEO LGB	DfE statutory guidance Schools Admissions Code
Significant changes to the number, type or location of an academy i.e. changes which affect clauses in Achieve and Learn Trust's funding agreement	Regional Schools Commissioner, following a recommendation by Board of Trustees	Local Authority LGB Headteacher Executive Team	DfE Advice: Making significant changes to an open academy and closure by mutual agreement
Admissions decisions and appeals	LGB Independent Appeals Panel (when applicable)	Headteacher CEO Local Authority	School Admissions Code (DfE)
Academy opening times, term dates and inset days	CEO	Headteacher	DfE Guidance
Determine the academy's communication and Public Relations strategy	CEO	Headteacher	Brand Guidelines Communication Strategy
Complaints	Stage1: Staff Member (informal) Stage 2 and Stage 3: Headteacher (formal) Stage 4: LGB Appeal Panel comprising three LGB members/Trustees	CEO Director of People	Achieve and Learn Trust Complaints Policy
Exclusions	Stage 1: Headteacher (or Deputy for fixed term only) Stage 2: Pupil Disciplinary Committee (Three LGB) Stage 3: Independent review panel	CEO Governor Services	Individual Academy Suspension and Exclusions Policy
Excluding/banning parents and members of the public from the school premises	Headteacher	CEO	
Appoint a Designated Safeguarding Lead (DSL) and a Deputy with accountabilities as detailed in the Trust's Child Protection and Safeguarding Policy. Provide appropriate monitoring and training with regard to statutory guidance.	Headteacher	Trust DSL CEO LGB	

Appoint a governor with specific responsibility for safeguarding as per the Trust's Child Protection and Safeguarding Policy. Provide appropriate monitoring of policy application and training.	LGB	Headteacher	Trust Child Protection and Safeguarding Policy
Appoint a Trustee with specific responsibility for safeguarding as per the Trust's Child Protection and Safeguarding Policy. Provide appropriate monitoring and training with regard to statutory guidance.	Board of Trustees	CEO	Statutory Guidance- Keeping Children Safe in Education, Working Together to Safeguard Children.
Deliver support for Looked After Children	LGB	Headteacher	
Appoint a Governor with specific responsibility for SEND. Provide appropriate monitoring and training.	LGB	Headteacher	SEND Code of Practice
Appoint a Trustee with specific responsibility for SEND. Provide appropriate monitoring and training.	Board of Trustees	CEO	SEND Code of Practice
Determine a Trust-wide Health and Safety Policy and template procedures for schools, for Trust Board approval.	CFO	Trust Operations & Safety Manager Headteacher	Health and Safety at Work Act and associated regulations
Appoint the Headteacher as the designated Health and Safety member of staff with overall responsibility in the academy	CEO	Trust Operations & Safety Manager	
Monitor compliance in their school with Health and Safety regulations and report to the Trust Operations & Safety Manager	LGB	Headteacher	Trust's Health and Safety Policy and Academy's Staff Handbook
Monitor compliance in all schools with Health and Safety regulations and report to the Trustees	CEO CFO	Headteacher Trust Operations & Safety Manager	
Reporting of RIDDOR Accidents and Enforcement Notices	Headteacher	Trust Operations & Safety Manager LGB	

Human Resources

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Carry out disclosure and barring service (DBS) checks and Section 128 checks	Headteacher CEO	Director of People	
Appointment/appraisals/dismissal of academy Headteachers	CEO	Director of People External legal input. LGB (appointments & appraisals only)	Trust's relevant staff policies
Appointment of Academy Leadership Team	CEO	Headteacher LGB	
Dismissal of academy senior staff	CEO	Director of People Headteacher	
Appointment/appraisals of all academy staff below Senior Leadership Team	Headteacher	LGB	
Dismissal of all academy staff below Senior Leadership Team	CEO	Headteacher Director of People	Trust's relevant staff policies
Appointment/appraisals of Trust's Executive Team	Members Board of Trustees Remuneration Committee (appraisals)	Director of People	
Appointment/appraisals of other posts in the Central Team structure	CEO, CFO	Director of People	
Dismissal of Trust's Executive	Members	Board of Trustees External consultant/legal input	

Dismissal of other posts in the Central Team structure	CEO	Director of People	
Determine academy non-Leadership Staffing Structure as part of the budget approval process	CEO, CFO	Headteacher	
Agreed Academy Leadership Structure	CEO	Headteacher LGB Executive Team	
Determine the Trust's Operational/central services structure for Finance, Governance, HR, IT, PR and Marketing, Operations & Safety, Data Protection	CEO, CFO	Board of Trustees	
Approve changes to staffing structures at all levels (Except for like for like appointments)	CEO, CFO	Headteacher Director of People	
Approve the schools/central operations monthly payroll/final authoriser of monthly changes	CFO Headteachers (their school)	Director of People	
Headteachers' Pay	CEO	Director of People Trust Remuneration Committee	
Approval of Central Team remuneration	CEO	CFO Director of People Trust Remuneration Committee	
Pay of all school staff (excluding the Headteacher) (the pay scales and policies are Trust approved)	Headteacher	Director of People	
Determine the pay scales and other terms and conditions of employment for all school-based staff groups	Board of Trustees	Executive Team	School Teachers Pay and Conditions Burgundy Book. NJC pay scales Green Book
CEO's appraisal and remuneration (pay & terms and conditions)	Chair of Trust Board Remuneration Committee	CFO	
The pay of the direct reports of the CEO	Remuneration Committee	CEO (recommends)	

Apprenticeship standards-staff access to funding through the shared apprenticeship levy	Executive Team	Director of People	
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Facilities and Estates

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Set the Operations and Safety Strategy for the Trust	CEO CFO Trustees	Trust Operations & Safety Manager	
Develop specification, production of tender documentation, overseeing selection recommendation entering in formal contracts	CFO	Trust Operations & Safety Manager Headteacher	
Appointment and determination of academy cleaning and catering contractors/contracts (Trust-wide contract if applicable)	CFO	Trust Operations & Safety Manager Headteacher	
Appointment and determination of academy Preventative and Planned Maintenance Contracts	CFO	Trust Operations & Safety Manager Headteacher	
Contract administrator of all premises/facilities related services contracts	Trust Operations & Safety Manager	CFO Headteacher	
Standardisation of all statutory assessment across the Trust – legionella, fire, asbestos and statutory compliance and Health and Safety Risk Insurance audits	Trust Operations & Safety Manager	CFO Headteacher	Health and Safety Policy and statutory regulations
Oversee compliance with facilities and estates management standards across all schools	Trust Operations & Safety Manager	Executive Team LGB Headteacher	DfE Estates Management Guidance
Project management for capital improvement works	Trust Operations & Safety Manager Project Management Consultants	Executive Team Headteacher	
Approval of any structural works or change of use of the existing school buildings	CEO Trustees	CFO Trust Operations & Safety Manager	

		LGB Headteacher	
Approval of any new rental or leased building proposal for all schools	CEO Trustees DfE	CFO Trust Operations & Safety Manager LGB Headteacher Project Management Consultants	

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