



## Vanguard Learning Trust

*As a group of local primary and secondary schools, Vanguard Learning Trust's mission is to serve its local community by providing outstanding, inclusive education. We have a collective purpose and responsibility to provide effective teaching, through a curriculum based on equality of opportunity and entitlement that allows our students to shine both in and out of the classroom. Each school in the Trust has its own ethos, which also complements the Trust's vision and values, and the common aspiration that all students can achieve their potential.*

# Scheme of Delegation

## Spring 2026

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## 1. About this scheme of delegation (SoD)

### 1.1. Tiers of governance in the Trust

Vanguard Learning Trust (VLT) is a multi-academy Trust and has several layers of governance:

- members are the individuals who have the right to vote at general meetings held in accordance with the Articles of Association (AoA). Members play an objective oversight role and are the ‘guardians’ of the Trust’s governance and financial health. They receive the annual report and accounts, appoint and remove trustees, members and the auditors, and remain informed of Trust business;
- trustees are the individuals who have the right to vote at Trust meetings and who are registered as directors at Companies House. Trustees focus on the three core governance functions for education boards, which are as follows: ensuring clarity of vision, ethos and strategic direction; holding senior leaders to account for educational outcomes and performance management of staff; and overseeing effective financial performance;
- governors are the individuals who have the right to vote at local governing body (LGB) meetings and play an important role to provide challenge and support for school leaders. The board of trustees (BoT) has discretion on the responsibilities that are delegated to LGB level. For VLT, the LGB role focuses on oversight of, and input into, school leadership and quality of education, risk management and assurance, and stakeholder engagement;
- the chief executive officer (CEO) leads the management of VLT and is the accounting officer. The CEO is accountable to the BoT for performance and for the effective use of public funds; and
- the schools’ headteachers (HTs) lead the management of schools within VLT. It is important to note that the school’s deputy headteacher (DHT), who deputises for their HT in their absence, has the delegated responsibility outlined in the SoD; the DHT would be expected to consult the CEO in relation to the majority of decisions especially in the case of an extended period of deputising for the HT.

### 1.2. Purpose of SoD

This SoD outlines how these delegations are made to ensure clear and transparent governance arrangements (**Appendix 1a and 1b** provide guidance) and:

- sets out the approach to delegation and decision making;
- summarises the roles and responsibilities at ‘Trust level’ and ‘school level’ (**Appendix 2a**);
- sets out who makes specified decisions (**Appendix 2b**); and
- sets out who approves specified policies (**Appendix 3**).

### 1.3. Application of SoD

It applies to all members, trustees, governors and staff, and aligns with the Trust’s AoA, internal terms of reference, and relevant government guidance as issued by the Department for Education (DfE). As an exempt charity, the Trust is also subject to the Charity Commission guidelines and as a legal entity it has to comply with legislation in relation to being a company registered with Companies House.

### 1.4. Review of SoD

This document is reviewed at least annually for approval at the trustees’ meeting in July, with further revisions during an academic year if required. This includes checking the SoD against the latest version of the CST’s guidance for Trusts ([click here](#)).

## 2. Legal responsibilities

### 2.1. AoA

In accordance with Article 93 of the AoA, the BoT is able to exercise all of the powers of VLT. The AoA further state that:

- **Article 105:** *'The trustees may delegate any of their powers or functions (including the power to sub-delegate) to any Trustee, committee (including any LGB), the Chief Executive Officer or Principals or any other holder of an executive office. Any such delegation shall be made in writing and subject to any conditions the trustees may impose, and may be revoked or altered.'*
- **Article 105A:** *'A Trustee, committee (including any LGB), the Chief Executive Officer, the Principals or any other holder of an executive office to whom a power or function of the trustees is delegated under Article 105 may further sub-delegate those powers or functions (or any of them) to a further person. Where any power or function of the trustees is sub-delegated by any person to whom it has been delegated, that person must inform the trustees as soon as reasonably practicable which powers and functions have been further delegated and to whom, and any such sub-delegation shall be made subject to any conditions the trustees may impose, and may be revoked or altered.'*
- **Article 106:** *'Where any power or function of the trustees has been exercised by any committee (including any LGB), any Trustee, the Chief Executive Officer or Principals or any other holder of an executive office, or a person to whom a power or function has been sub-delegated under Article 105A, that person or committee shall report to the trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the trustees immediately following the taking of the action or the making of the decision.'*

### 2.2. Emergency powers

In accordance with Article 102 of the AoA, in the event that the chair of trustees, or vice chair if the chair is unavailable, is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of VLT, any school within VLT, any student or their parent at a VLT school, or any VLT employee, then they may exercise any function of the Company which can be delegated to an individual (but not any function relating to the exclusion of students).

## 3. VLT approach to delegation

### 3.1. Principles

VLT believes that:

- members should appoint effective trustees and hold them to account for the performance of VLT;
- the BoT, with support from board-level committees, will focus on:
  - the vision, strategy and culture of VLT;
  - the governance, leadership and management of VLT, including succession planning for key leadership and governance roles;
  - policies and procedures that apply across VLT;
  - educational performance across VLT including strategic oversight of the Trust scorecard;
  - financial and resource management;
  - effectiveness of governance and leadership at VLT schools;

- o compliance with legal and contractual requirements, including safeguarding, health and safety (H&S), equalities; and
- o the approach to risk identification and management.
- the LGBs will focus on safeguarding, curriculum, educational provision and performance, community engagement, H&S, and risk management, as part of the Trust-wide assurance programme, at the school(s) that they are responsible for;
- operational and managerial decisions should be delegated to the CEO and HTs; and
- the CEO and HTs should delegate operational decisions to members of their staff with a view to keeping decision making as close as possible to the operational impacts.

#### 4. Performance and risk-based approach to delegation

##### 4.1. Approach to risk

VLT believes that delegation of functions and levels of delegation should relate to the performance and risk associated with the delegation. High-performing schools, with strong and stable leadership, should have the higher levels of delegation. The BoT will make its decisions based on any or all of the following:

- external evaluations, which may be of educational performance (such as Ofsted), financial management (such as audit processes or the DfE), or operational management (such as H&S inspections);
- information available within the Trust, such as student progress, financial monitoring, staffing information, or the outcomes of any due diligence investigations etc;
- changes in staffing at a school, in particular of its senior leadership, eg. the change from an experienced HT to a new acting or interim position, could increase the risk associated with the school for a period until the permanent postholder is appointed and/or established; and
- the advice of the CEO.

##### 4.2. Standard and variable delegations

Accordingly, **Appendix 2** includes 'standard' delegations and 'variable' delegations. Schools that are performing well and with normal levels of risk will receive the 'standard' delegation. If schools are not performing as well, or are considered higher risk, they may have reduced delegation in specified areas to reflect their current situation. The BoT may vary the level of financial delegation from the 'standard' delegation that is set out in **Appendix 2**. The BoT will determine the appropriate levels of delegation for each LGB or postholder.

##### 4.3 New schools

For schools being admitted to VLT, the BoT will determine whether any variations from the 'standard' delegations in **Appendix 2** are appropriate following due diligence and considering the types of information set out in the next paragraph.

##### 4.4 Current variation

Table 1 shows the details of the current areas of 'variable delegation' applying to each school. These will be reviewed as appropriate, and at least annually through the review of this SoD.

**Table 1: Variable delegation**

School or LGB	Areas of variable delegation
Field End Junior School	None
Hermitage Primary School	None
Ruislip High School	None
Ryefield Primary School	None
Vyners School	None

The Trust has removed HTs' delegation to authorise any reserves expenditure due to the ongoing deficit budget. The CEO is delegated this responsibility.

## 5. Approach to policies and procedures

### 5.1 Trust and school policies

The Trust's approach is to have three types of policies which are as follows:

- Trust policy
- Trust policy with school local statement, referred to as Part B or in the appendices
- school policy

### 5.2 Changes to policies

For all policies, protocols and procedures, once they are approved by the relevant committee, the CEO (for Trust policies) and the HT (for school policies) have delegated approval to make changes required to ensure ongoing compliance with legislation, statutory guidance, or case law; and/ or minor administrative changes that do not change the substance of the policy or its procedures. Such amendments to a policy would be approved by the chair of the committee who would ordinarily approve that policy. Where a choice to make a change to the substance of the policy, protocol or procedure is proposed, the revised approach would need approval from the relevant committee.

### 5.3 Policy list

**Appendix 3** provides a list of the policies and procedures in the three categories. Schools and the Trust may also introduce further local policies in order to ensure the effective running of their schools. All policies are subject to regular review by the relevant tier of governance, at the given frequency. The BoT may seek assurance from LGBs that this has taken place; all schools are required to keep their own register of local policies, with specific details of when a policy was last reviewed.

### Version history

First issue/revision date	Approved by	Summary of changes if not first issue
February 2026	BoT	Revisions made to Appendix 1a, 2a, 2b sections A2.1, A2.3 and A2.6, and Appendix 3. References to the ESFA have been removed.

October 2025	BoT	Revisions made to Appendix 2b, sections A2.1, A2.5, A2.6, A2.7 and Appendix 3.
October 2024	BoT	Revisions to Appendix 2a, sections A2.4, A2.5 and Appendix 3, and a new section A2.7
July 2024	BoT	Revisions to Appendix 2a, sections A2.1, A2.3 and A2.4
October 2023	BoT	Revisions to Appendix 2a and sections A2.4 and A2.6
July 2023	BoT	Revisions to Appendix 3 and updates to revision table
May 2023	BoT	Revisions to sections A2.3, A2.5 and Appendix 3
March 2023	BoT	Revisions to section 1, Appendix 1a, Appendix 2a, and sections A2.1 to A2.6
November 2022	BoT	Revisions to sections A2.3, A2.6 and Appendix 3
May 2022	BoT	Major revisions to align with the restructuring of the Trust's governance structures
July 2020	BoT	Major revisions to align with the restructuring of the Trust's governance structures
October 2019	BoT	Document created and approved

### Appendix 1a: Acronyms

Acronym	Full title	Acronym	Full title
A,C&R	Audit, compliance & risk	E&S	Education & standards
AO	Accounting officer	EHT	Executive headteacher, primary
AoA	Articles of Association	F&R	Finance & resources
AHT	Assistant headteacher	GP	Governance professional
BoT	Board of trustees	HT	Headteacher
CEO	Chief executive officer	LCA	Looked after children
CFO	Chief financial officer	LGB	Local governing body
CoL	Cost of living	PC	Pay committee
CT	Central team	RSC	Regional Schools Commissioners
DHT	Deputy headteacher	SL	Safeguarding lead
DoO	Director of operations	SENDCo	Special educational needs and disability co-ordinator
DoP	Director of people	T&C	Terms and conditions
DSL	Designated safeguarding lead	ToR	Terms of reference

### Appendix 1b: Guidance to SoD

**Appendix 2b** sets out significant decisions and responsibilities. For each thematic section, the context is explained for the subsequent decisions/accountabilities.

**Note on Section 1 on governance:** The members are not included within the columns in this SoD, but are responsible for appointing and removing members and member-appointed (and in some instances, co-opted) trustees, and approving any changes to the governing document – the AoA - or Trust name. Members are also responsible for appointing/removing the external auditors. Members receive the annual report and accounts and can call a general meeting of members.

The trustees and CEO would be informed of any changes made by members, who must act in line with relevant clauses in the AoA. Actions taken by a properly constituted committee, or delegated to an individual director or to CEO/HT, are taken on behalf of the BoT.

This SoD is written according to the 'RASCI'<sup>1</sup> framework, based on the various operational areas of activities at Vanguard Learning Trust (VLT). It outlines who is:

Area	Code	Description
Responsible	R	For delivering the area of activity/decision in line with agreed academy policies, and reporting to the accountable layer of governance
Accountable	A	For the area of activity/decision - this is usually the Trust Board as the legally accountable and liable body
Supporting	S	The area of activity/decision, which may be through practical support or supporting the detailed consideration of a decision
Consulted	C	On the area of activity/decision to receive feedback
Informed	I	Of the area of activity/decision through agreed communications channels

## Appendix 2a: SoD Summary

Area	Trust level		School level	
	BoT inc. committees	CT	LGB	HT/staff
<b>Governance &amp; risk (A2.1)</b>	Set governance structures, delegations and composition and appointments for the Trust Approve governance framework inc ToR, policy framework and relevant policies Review risk reports and executive summaries at least termly Set internal audit programme & receive assurance reports (AC&R)	Work effectively with BoT and LGBs Develop governance and policy documentation for review and approval by BoT Manage risk identification and monitoring and deliver risk mitigation actions across Trust and schools Identify and work with internal assurance providers according to assurance cycle	Deliver governance oversight within remit set by BoT Review school-level risk reports and monitor risk assessment processes and ensure actions are completed	Work effectively with LGBs Be informed of LGB appointments Identify and manage school-level risks incl. maintain current top risk summaries Receive internal audits on school-level procedures
<b>Strategy, growth &amp; stakeholder engagement (A2.2)</b>	Approve Trust strategy, vision, culture, ethos and values Set Trust development plan and approve SEF Set plans for growth incl. approve new schools Understand views of key stakeholder Accountable for website compliance	Develop, propose to BoT and deliver Trust strategy, vision, culture, ethos, values, Trust development plan Undertake due diligence for joining schools Deliver according to growth plans set by BoT incl. Support HTs with stakeholder engagement	Consider stakeholder feedback and ensure agreed actions are followed up	Inform, and work within, Trust strategy, vision, culture, ethos and values Lead on stakeholder engagement Ensure school website and communications in line with compliance guidance and Trust guidelines

<sup>1</sup> RASCI (responsible, accountable, supporting, consulted, informed) is a responsibility matrix ([click here](#))

Area	Trust level		School level	
	BoT inc. committees	CT	LGB	HT/staff
<b>Educational provision &amp; school improvement (A2.3)</b>	<p>Hold accountability for education provision being delivered in line with compliance requirements</p> <p>Approve any changes to admissions policies</p> <p>Set school targets and review progress (E&amp;S)</p> <p>Agree approach to school improvement work</p> <p>Approve Trust scorecard</p>	<p>Approve school year and be informed of school day and PAN</p> <p>Ensure actions from external assessments of school performance carried out</p> <p>Lead on Trust scorecard and school domains</p> <p>Lead Trust-wide school improvement work</p>	<p>Approve curriculum and term dates inc. school day</p> <p>Review Trust-wide school improvement work</p> <p>Review school scorecard</p> <p>Approve school-level policies in particular Part Bs to the Trust-wide Part A</p> <p>Approve annual Pupil Premium statement</p>	<p>Decide school day and consult about any changes</p> <p>Propose curriculum for school</p> <p>Ensure school delivery in line with compliance requirements</p> <p>Work towards school targets</p> <p>Deliver Trust-wide and school improvement work</p>
<b>Safeguarding &amp; student matters (A2.4)</b>	<p>Hold accountability for ensuring safeguarding compliance</p> <p>Hold accountability for compliance with all statutory policies in relation to students</p> <p>Attend safeguarding forum (safeguarding-lead trustee)</p>	<p>Develop policies that require local statements, in particular Trust-wide safeguarding policy</p> <p>Chair safeguarding forum (safeguarding lead)</p> <p>Lead on supervision of DSLs</p>	<p>Conduct link visits for safeguarding</p> <p>Attend safeguarding forum</p> <p>Convene and chair exclusion and complaint panels and make decisions</p>	<p>Hold responsibility for day-to-day management of safeguarding, behaviour, admissions, exclusions and SEND within Trust procedures</p> <p>Appoint DSL lead; deliver staff training &amp; all procedures</p>
<b>HR/staffing (A2.5)</b>	<p>Hold accountability for compliance of HR procedures and approve key policies</p> <p>Appoint/ dismiss and performance manage CEO and executive central team staff</p> <p>Approve cost of living award (PC)</p>	<p>Develop and consult on policies</p> <p>Lead HT recruitment (CEO); support AHT/DHT recruitment (CEO)</p> <p>Lead on TUPE for new schools</p> <p>Provide casework support to HTs</p>	<p>Monitor vacancies, recruitment and involved in AHT/DHT recruitment</p> <p>Agree teachers' pay progression</p>	<p>Responsible for delivery of recruitment and performance management, in line with Trust policies</p> <p>Responsible for ensuring compliance with HR policies and procedures</p>
<b>Finance (A2.6)</b>	<p>Approve budgets and executive pay awards</p> <p>Approve reserves expenditure</p> <p>Agree budget strategy/planning; monitor in-year/outturn (F&amp;R)</p> <p>Make major financial decisions in line with procurement and compliance guidelines inc. related-party transactions (F&amp;R)</p> <p>Approve capital programme including SCA expenditure in line with an estates strategy plan</p> <p>Oversight of compliance (F&amp;R)</p>	<p>Set parameters for budget setting</p> <p>Develop budgets for schools and Trust</p> <p>Produce management accounts and monitoring and end of year accounts</p> <p>Produce benchmark reports</p> <p>Engage with internal and external audits and assurance work in line with assurance programme</p> <p>Submit statutory returns in line with DfE, Companies House, HMRC, NSO, TPS &amp; LGPS</p> <p>Manage cash flow of the Trust</p>	<p>Receive a copy of draft budget</p> <p>Ensure action is taken with assurance findings</p>	<p>Responsible for delivery within approved budget, including financial decisions</p> <p>Deliver financial management in line with procedures</p> <p>Responsible for operations, including agreed projects</p>

Area	Trust level		School level	
	BoT inc. committees	CT	LGB	HT/staff
		Review and set the MAT central cost to schools		
<b>Estates &amp; IT (Estates) (A2.7a)</b>	Approves estate strategy, capital works, and large-scale projects Approves large capital projects and prioritise funding Ensures Trust-wide compliance with H&S regulations Ensures long-term sustainability of the estate Reviews and manages strategic risks related to estates	Develops and recommends estates strategy Recommends large capital projects Oversees Trust-wide H&S policy development Oversees and monitors Trust-wide maintenance programs Monitors risk and ensures mitigation strategies are in place	Provides input into local needs and approves minor capital works Provides feedback on project impact Ensures local compliance with H&S policies Ensures the school environment is well maintained	Identifies local needs for estate improvements Manages local project implementations Implements H&S protocols at the school level Ensures minor repairs and maintenance needs are met Manages risk assessments at the school level
<b>Estates &amp; IT (IT) (A2.7b)</b>	Approves IT strategy and major initiatives Approves large-scale IT infrastructure projects Ensures compliance with GDPR and cybersecurity policies Approves large Trust-wide procurement contract Ensures adequate support structures for IT systems	Develops IT strategy for the Trust. Proposes and develops infrastructure plans Oversees cybersecurity protocols across the Trust Manages central procurement strategies for IT Oversees IT support services and training across the Trust	Provides feedback on infrastructure's impact on the school Monitors compliance with local data protection regulations	Provides input into IT training for staff Ensure staff are trained on cyber security Support implementation of Trust-wide IT strategy

## Appendix 2b: SoD – full decision making matrix

### A2.1: Governance & risk

The members hold overarching, objective oversight of the Trust’s governance and finance. The trustees hold responsibility for setting the overall governance structures, delegations and composition and appointments for the Trust, as well as reviewing the risk analysis and internal audit reports. The CEO and executive team, including the executive headteacher (primary), develop governance documentation and work collaboratively with the BoT and LGBs. The LGBs operate within the overarching governance framework to provide school-focused challenge and support, and input into the appointment of certain roles and establish working groups. HTs remain informed and consulted on LGB structure and key appointments. The trustees have accountability for risk management and LGBs monitor all actions in relation to assurance work, ensuring the timely completion of recommendations.

Areas of delivery	Standard delegation						
	BoT	AC&R	LGB	CEO	HT	CFO	GP
R - Responsible, A - Accountable, S - Supporting, C - Consulted, I - Informed							
Approving a variation to the funding agreement	A/R			C			S
Appointing/removing the chair and vice-chair of BoT ( <i>see also AoA Articles 82-92</i> )	A/R			I			S
Appointing/dismissing the governance professional ( <i>see also AoA Article 81</i> )	A/R			I			
Establishing additional committees and terms of reference	A/R			I			S
Appointing the board committee members and chair	A/R			I			S
Appointing/removing co-opted trustees	A/R			I			S
Appointing/removing the chair and vice chair of LGBs	A/R			I			S
Approving chairs of LGB committees	A/R		I	I			S
Appointing the safeguarding and inclusion lead trustees	A/R			I			S
Changing the composition of LGBs incl. cluster LGBs	A/R		I	C	C		S
Appointing/removing board-appointed governors	A/R		I	S/I	S/I		S
Appointing and removing community governors ( <i>board removes all LGB roles</i> )	A/R		C	I	I		S
Removing elected parent governors if they contravene code of conduct	A/R		C	I	I		S
Establishing working groups and terms of reference ( <i>BoT at Trust level; LGB at school level</i> )	A/R		R	I	C		S
Approving the governance framework	A/R			S			S
Approving SoD and policy framework	A/R			S		S	S
Approving the annual report and accounts ( <i>members receive Annual Report and Accounts</i> )	A/R	S		S		S	
Approving the policy and procedure for identifying and managing potential conflicts of interest	A/R	C		S			

Areas of delivery	Standard delegation						
	BoT	AC&R	LGB	CEO	HT	CFO	GP
R - Responsible, A - Accountable, S - Supporting, C - Consulted, I - Informed							
Calling a general meeting of members ( <i>see also AoA Article 20</i> )	R						S
Attending Ofsted inspections	A		R	I	R		
Approving risk management policy and approach to risk management	A/R	R	C	S	S	S	
Reviewing risk analysis ( <i>Trust for Trust-wide risks &amp; thematic school risks; LGB for school</i> )	A/R	R	R	S	S	S	
Approving appointment of provider of internal audit	A/I	R		I		S	
Approving annual programme of internal audit	A/I	R		S		I	S
Maintaining a register of auditor and internal scrutiny recommendations	A					R	
Meeting with external auditor, without management present if necessary, at least annually	A	R		I			
Reviewing articles of association ( <i>approved by members</i> )	A/R			S			S
Agreeing role description for link governor/trustee areas	A/R		I	S	I		S
Agreeing Trust board, committee, and local governing body meeting dates and agendas	A		C	S	S	S	S
Maintaining compliance on GIAS and Companies House	A			I			R
Approving statutory policies	A/R			S			
Ensuring there is a clear approach to Trust-wide policies and the maintenance and adoption of these across the Trust	A			R			S
Completing periodic review of local governance	A		S	S	S		R
Agreeing on proportionate controls that address the risks of fraud, irregularity and theft through relevant policies and processes	A/R		I	R	I	R	

## A2.2: Strategy, growth & stakeholder engagement

The BoT is responsible for setting the vision, values and growth strategy for the Trust, with support from the CEO and executive team in developing and putting forward plans, and then implementing them. Trustees decide expansion plans in terms of new schools and the approach to the centralisation of core functions. Stakeholder engagement – across parents, community members, staff and the Local Authority – is led by schools, with support from the central education team and engagement from LGBs. The BoT sets the overarching aims for the Trust and reviews evidence of the Trust dividend, including ensuring that requirements for website compliance are met.

Areas of delivery	Standard delegation						
	BoT	F&R	AC&R	LGB	CEO	HT	CFO
R - Responsible, A - Accountable, S - Supporting, C - Consulted, I - Informed							
Setting Trust vision	A/R			I	S	I	
Setting Trust strategy inc. central team provision (executive team support CEO)	A/R			I	S	I	
Setting Trust ethos, culture and values and marketing guidelines	A/R			I	S	I	
Approving Trust 3-5 year plan	A/R			I	S	I	
Making decisions on Trust growth	A/R			I	S	I	
Determine whether other school(s) should join, or whether any school(s) should leave, the Trust	A/R			I	S	I	
Managing relationships with RSC and DfE	A/R				R		
Undertaking due diligence on new schools	A		S		R		R
Delivering parental engagement incl. surveys	A			R	S	R	
Delivering local community & stakeholders engagement, reflecting the Trust's vision and values	A			R	S	R	
Delivering staff engagement inc. surveys	A			R	S	R	
Managing local authority relationships	A			S	R	R	
Ensuring compliance with website publication requirements	A			S	S	R	
Setting school brand guidelines and website design	A			R	S	R	
Managing crisis communications	A			I	R	R	S
Approving schools joining large-scale contracts	A	R		I	I	I	R

### A2.3: Educational provision & school improvement

The HT of a school will lead the educational provision, with guidance provided by the CEO and EHT for primary schools, and support and challenge from the LGB, including the school's readiness for assurance work and Ofsted inspections. The HT is accountable to the CEO and BoT for progress and performance of students. Trustees are responsible for admissions arrangements as VLT is the admissions authority for all schools and will therefore make decisions in relation to changes to school's policy, including the oversubscription criteria and PAN. LGBs and HTs are responsible for term dates and INSET days. Trustees make decisions in relation to Trust-wide school improvement in particular the alignment of processes and assurance work including the Trust scorecard.

Areas of delivery	Standard delegation					
	BoT	F&R	E&S	LGB	CEO	HT
R - Responsible, A - Accountable, S - Supporting, C - Consulted, I - Informed						
Approving and monitoring the curriculum inc. EYFS in line with statutory requirements	A			R		S
Ensuring compliance with education regulations and Funding Agreement inc. careers guidance	A			R	C	R
Proposing and determining changes to the school age-range, or the addition/removal or nursery or SEN provision	A			C	C	R
Approving expansion/reduction in the PAN	A	R		I	R	C
Approving changes to over-subscriptions admissions criteria	A			C	R	C
Approving the school day	A			R	I	R
Approving the school year and INSET days	A			R	C	R
Approving any actions required following any external assessments of school performance	A		C	R	S	R
Approving the attendance, progress and attainment targets for the school <i>(BoT if concern re. school)</i>	A		R	C	R	R
Analysing educational data <i>(Board Trust-wide data; CEO, EHT, HT, LGB school-level data)</i>	A			R	R	R
Approving Trust-wide strategic approach to school improvement work including project briefs	A	C	R	I	R	C
Approving the Trust scorecard	A		R	I	R	C
Approving the Trust school improvement evaluation and plan	A		R	I	R	I
Approving the school SEF and development plans	A			R	C	R
Reviewing school scorecard	A			R		R
Monitoring the completion of recommended actions from assurance work	A		I	R	I	R
Approving in-year admissions in accordance with the admissions policy	A			R		R
Deciding arrangements for partial school opening, eg. industrial strike days	A			R	I	R
Approving residential trips including reviewing the appropriateness of the cost and the overall arrangements <sup>2</sup>	A			R		R
Approving equality information and objectives (public sector equality duty) statement and monitor delivery	A			R	I	S
Monitoring the inclusiveness of the curriculum	A		I	I	R	R

<sup>2</sup> The trip paperwork can be checked by the chair or vice chair of governors or chair of education and standards.

## A2.4: Safeguarding & student matters

The BoT holds ultimate accountability for compliance with all legislation relating to safeguarding, behaviour and exclusions. The CEO and the Trust's safeguarding lead work with the schools to support policy development and make key decisions on student matters. The trustees appoint a safeguarding-lead trustee who attends the VLT's safeguarding forum and works closely with the Trust's safeguarding lead. LGBs appoint a safeguarding-lead governor who participates in a number of Trust-wide activities including link-governor visits, training and meetings. LGBs approve the school's behaviour policy, Part B, annually and ensure there are governors available to be members of panels for exclusions and complaints.

Areas of delivery	Standard delegation						
	BoT	AC&R	E&S	LGB	CEO	HT	SL
R - Responsible, A - Accountable, S - Supporting, C - Consulted, I - Informed							
Ensuring compliance with safeguarding requirements ( <i>CEO for Trust, HT for school</i> )	A				R	R	R
Setting safeguarding policy and procedures in line with statutory guidance	A			S	R	S	
Commissioning safeguarding audits of school delivery	A	I		I	S	S	R
Maintaining safeguarding records	A			S	S	R	
Managing safeguarding complaints against staff ( <i>BoT if CEO, CEO if HT, HT other staff</i> )	A/R				S	R	C
Appointing designated safeguarding lead (DSL)	A			I	I	R	C
Setting behaviour policy (Part A, E&S, Part B, LGBs)	A		R	R	R	R	
Excluding a student for suspension ( <i>CEO input required, LGB convenes panel</i> )	A			R/S	I	R	
Excluding a student permanently ( <i>CEO input required, LGB convenes panel</i> )	A			R	C	R	
Consulting on and determining an admissions policy for the schools	A			I	R		
Determining who will be offered a place in accordance with the admissions policy for the main entry year	A			I		R	
Objecting to an EHCP naming the school ( <i>CEO input required</i> )	A				I	R	
Delivering provision for students in line with SEND Code of Practice	A			R	A	R	
Monitoring students on alternative provision and reduced timetables	A		I	R	I	R	C
Completing safeguarding checklist, school action plans and monitoring their progress	A		I	I	I	R	R
Engaging with the link-governor school visit process, outlined in the Safeguarding Forum Handbook	A		I	I	I	R	R
Ensuring supervision of DSL at least once per half-term in accordance with the Supervision Policy	A					R	R
Providing accurate data pertaining to safeguarding via the Trust's KPI reporting process	A		I	I	I	R	
Ensuring that staff have received appropriate safeguarding training in line with KCSIE <sup>3</sup>	A		I	I	R	R	R
Ensuring that accurate and timely checks of the school's Single Central Record (SCR) take place	A		I	I	R	R	R
Attending all meetings as outlined in Forum Handbook	A		I	I	I	R	R

<sup>3</sup> This includes up-to-date level 3 training of the school's safeguarding team.

Areas of delivery	Standard delegation						
	BoT	AC&R	E&S	LGB	CEO	HT	SL
R - Responsible, A - Accountable, S - Supporting, C - Consulted, I - Informed							
Carrying out regular checks of safeguarding records in line with KCSIE guidance			I	I	I	R	R
Having oversight of the school's arrangements for online safety, filtering and monitoring			I	I	I	R	R

## A2.5: HR/staffing

For the CEO and HTs, the AoA requires that trustees make those appointments; for HT appointments the recruitment is led by the CEO and the selection panel is chaired by the CEO and involves governors and trustees. HT performance management is led by the CEO and involves governors from the respective LGB (and trustees for the CEO). For leadership, it is expected that any posts that become vacant would be discussed by the CEO and school's HT and the CEO will represent the BoT on the selection panel. It is the CEO's decision about whether to recruit for the same or a different post, and to instigate any consequent changes to budgets. HTs make recruitment decisions for other staff within their schools, with an expectation that they would collaborate with other schools to ensure a staffing structure that is as effective, efficient, and resilient as possible; this may include establishing new joint posts across two or more schools. For other HR decisions, the principle is that decisions should generally be made by HTs where they affect that school only, and by the CEO where they affect VLT overall, with governors and trustees involved for decisions regarding leadership posts.

Areas of delivery	Standard delegation							
	BoT	F&R	A,C&R	PC	LGB	CEO	HT	CFO/DoP
R - Responsible, A - Accountable, S - Supporting, C - Consulted, I - Informed								
Approving T&Cs, inc. any move away from national and/or local ones	A				C	R	C	S
Approving CoL increase (if adopting national award with no policy decisions required)	A			R		S		S
Agreeing teachers' pay progression as outlined in the school's pay policy (pay panel informed)	A			I	R		R	
Approving decisions on executive pay	A/R			S		R		
Approving leadership group pay ranges/TLR values for a school	A			R	C	R	S	
Approving a recruitment and retention allowance	A					R	R	C
Approving roles not included in the agreed budget	A/R					R	S	C
Approving the staffing establishment for a school (within the agreed financial parameters)	A				R	S	R	
Appointing/dismissing the CEO (who is also the accounting officer)	A/R				I		I	
Appointing/dismissing the CFO and executive central team staff	A					R	I	
Appointing/dismissing HTs	A				I	R		
Appointing DSL, SENDCo and LAC/PLAC	A					A	R	

Areas of delivery	Standard delegation							
	BoT	F&R	A,C&R	PC	LGB	CEO	HT	CFO/DoP
R - Responsible, A - Accountable, S - Supporting, C - Consulted, I - Informed								
Performance management of the CEO	A/R			R				
Performance management of the HTs	A			R	S	R		
Performance management of DHTs	A				R	C	R	
Performance management of the CFO and executive central team staff	A			R		R		
Approving the commencement of recruitment for posts on leadership scale (CEO on panel)	A				S	S	R	
Approving commencement of recruitment for all other posts within approved budget <sup>4</sup>	A				C		R	R
Appointing staff who directly report to the CEO	A					A/R		S
Authorising payroll provision	A	R				R	I	R
Authorising monthly payroll	A					R	R	R
Initiating a review of staffing structures/arrangements	A				R	R	R	R
Approving the implementation of changes to staffing structures in line with policy guidelines	A/R				R	R	R	S
Suspending and/or dismissing the CEO, CFO or a HT(s) or central team	A/R				I	R		
Receiving assurance on compliance with equalities legislation	A		I		I	R	R	R
Setting safer recruitment procedures	A				R	R	R	
Suspending and/or dismissing any other staff	A				I	R	R	C
Approving any leaving payments (redundancy, dismissal, early retirement) in statutory guidelines	A					R	R	
Writing references on behalf of the school and Trust	A					R	R	
Approving probation of support staff including extensions	A					R	R	
Approving temporary and permanent flexible working requests (HT-school, CEO - central team)	A					R	R	
Approving the directed time for teachers in line with 1265 hours	A				C	R	R	
Approving staff's special leave requests (HT-school, CEO - central team)	A					R	R	
Approving changes to the application of the managing sickness policy in exceptional circumstances	A			R		I	I	I
Monitoring staff wellbeing and workload	A	I			I	R	R	R
Monitoring staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD	A	I			I	R	R	

<sup>4</sup> The DoP must check and approve salary.

## A2.6: Finance

The BoT is accountable for the financial performance of VLT, including receipt of all income and for the effective and efficient expenditure of public funds. The AO is accountable to the BoT and DfE for expenditure of public money, and the CFO leads the finance function to ensure the financial policies and procedures approved by the BoT are implemented consistently. The BoT will approve assurance work to verify these controls operate appropriately. The CEO and CFO will work with HTs to develop sustainable budget proposals. In accordance with DfE requirements and timelines, the BoT will approve the budgets at its July meeting. The CFO, HTs and CEO will monitor budgets monthly (taking necessary actions within delegated authority or seeking authorisation for any larger actions required), reporting to the F&R committee. Schools will receive monthly reports from October and there will be a commentary report provided for the Trust and schools on a quarterly basis. The focus in-year will be upon cashflow, potential year end variances, and actions required to ensure that expenditure is within approved levels. The AO is accountable to the BoT for compliance of the Trust with the Funding Agreement and the Academy Trust Handbook; the CFO is responsible for ensuring this compliance.

Areas of delivery	Standard delegation						
	BoT	F&R	AC&R	LGB	CEO	HT	CFO
R - Responsible, A - Accountable, S - Supporting, C - Consulted, I - Informed							
Maintaining a register of pecuniary and business interests ( <i>governance professional maintains</i> )	A		S	S		S	R
Approving financial procedures and delegated authority levels (incl. treasury and accounting policies)	A	R			R		R
Ensuring adherence to Trust-wide financial protocols (school: HT, central team: CFO)	A				R	R	R
Adhering to accounting policies and guidelines issued by the DfE	A		C	I	R	I	R
Appointing AO and CFO	A/R						
Maintaining accurate, reconciled and up-to-date records that provide financial and statistical information	A	I			A	I	R
Ensuring availability of records and documents for inspection by external auditor and responsible officer	A				A	S	R
Approving appointment of external auditors after procurement ( <i>members approve</i> )	A/S		S		I		I
Confirming re-appointment of external auditor during multi-year contract ( <i>members approve</i> )	A/S		S		I		S
Approving actions following external audit recommendations/findings	A		R		R		R
Approving banking arrangements including bank mandates and credit cards	A	R					R
Overseeing and maintaining of Trust's cash position	A	R					R
Approving the approach to cross-charging/central service charge	A/R	R			R		R
Determining the parameters for budget setting	A	R		C	R	C	R
Approving the budget incl. use of any historic accumulated reserves for any school/Trust central services	A	R		S	R	I	I
Monitoring actual year-to-date income and expenditure vs budget, incl. variants	A/R	R		S	S	S	R
Approving the submission of applications for revenue or capital grants	A	C		I	C	I	R
Approving applications for credit and/or debit cards	A				C	I	R
Approving HMRC and DfE returns for submission ( <i>BoT approves if Board-level approval required</i> )	A	I	I		R		R

Areas of delivery	Standard delegation						
	BoT	F&R	AC&R	LGB	CEO	HT	CFO
R - Responsible, A - Accountable, S - Supporting, C - Consulted, I - Informed							
Authorising expenditure for approved budgets with adherence to procurement procedures	A	R		I	R	R	R
Approving virements between budgets	A	R		I	R	R	R
Approving procurement waivers	A	R					S
Approving the use of unbudgeted expenditure from in-year income	A	R		S	R/I	R	R
Approving the use of reserves	A	R		S	R	S	R
Approving staff expenses policy	A	R		S	R	S	R
Approving expenses in line with finance policy	A				R	R	R
Approving acquisition, disposal/granting of any freehold, leasehold, or licence of land ( <i>DfE also approves</i> )	A	R		C	R	S	R
Approving any disposal of non-land assets	A					R	
Investigating potential fraud or financial irregularities ( <i>not involving a HT, CFO or CEO</i> )	A				R		
Investigating potential fraud or financial irregularities ( <i>involving a HT, CFO or CEO</i> )	A/R		R	S			
Complying with VAT and Corporation Tax regulations	A		I		R		R
Approving (and ensuring) additional insurance cover in response to risk assessment and analysis	A		R	I	R	I	R
Overseeing the asset management of Trust/school resources	A		C	I	R	R	R
Monitoring Pupil Premium spend	A			I	I	R	S
Approving school condition allocation	A	R		I	S	C	S
Carrying out benchmarking and Trust-wide value for money evaluation	A	C			S		R
Approving debt write-off for values between £500 and £2,500	A	R			R	S	S

## A2.7: Estates and IT

The BoT oversees the estates and IT infrastructure across the Trust, ensuring that investments align with strategic goals and regulations. The CEO is accountable to the BoT and the DfE for the proper use of public funds, while the CFO ensures consistent implementation of financial policies. The CEO, CFO, and DoO work with HTs to develop sustainable estates and IT plans, which the BoT approves at its July meeting. Monthly monitoring of budgets is led by the DoO, with reports issued from October. Any major decisions requiring action beyond delegated authority will need BoT approval, while quarterly reports will track cash flow and variances to keep projects within budget. The AO is accountable for compliance with the Trust’s Funding Agreement and the Academy Trust Handbook, and the DoO supports the CFO in ensuring adherence to these standards.

Areas of delivery	Standard delegation						
	BoT	F&R	AC&R	LGB	CEO	HT	DoO
R - Responsible, A - Accountable, S - Supporting, C - Consulted, I - Informed							
Approving IT strategy and planning	A			I	R	S	R
Approving major IT infrastructure projects	A	R		I	R	S	R
Approving IT procurement strategy	A	R		I	R	S	R
Appointing IT providers (eg. software, services)	A	R			R	S	R
Approving IT budget	A	R			R	S	R
Agreeing IT training and support framework	A		R		R	S	R
Approving estates strategy and planning	A		S	C	R	S	R
Approving capital projects for estates (eg. new builds, renovations)	A	R		C	R	S	R
Overseeing maintenance and upkeep of estates	A		R	C	R	S	R
Overseeing risk management (estates)	A		R	S	R	S	R
Appointing contractors for estates projects	A				R	S	R
Monitoring implementation of, and compliance with, health and safety policy and procedures at academy level	A	I	C	I	R	S	R
Agreeing premises management documents, including estate vision, estate strategy and asset management plan	A	I	C	I	R		R
Ensuring that there is suitable expert support on health and safety	A	I	C	I	R		R
Ensuring compliance with school food standards and for supporting the promotion of healthy eating within each school.	A	I	C	I	R		R
Securing suitable insurance (commercial and/or the risk protection arrangement for the Trust)	A	I	C	I	R		R
Developing a cyber security framework	A	I	C	I	R		R

### Appendix 3: Policies, protocols and procedures

Trust-wide policies with no local statement	Trust-wide policies with a local statement	School policies
Admissions	Accessibility	Curriculum
Anti-bullying and anti-harassment policy	Attendance (students)	Marking and feedback
Capital allocation	Behaviour policy	Pupil premium statement
Complaints policy	Charging and remissions policy	Sports premium statement (primary only)
Consultation guidance and redundancy	Critical incident procedures	Teaching and learning
Cyber strategy and response plan	Directed time	
Data protection and retention	Equality duty	
Disciplinary	Health, welfare and safety	
Early years career teachers	Home-School communication protocol	
Executive salary pay policy for central team staff	Safeguarding and child protection	
Finance	Special educational needs and disability	
Flexible working	Staff code of conduct	
Freedom of information	Supporting students with medical conditions	
Grievance	Teachers' appraisal	
HTs' and chief executive officer's pay and appraisal		
Homeworking		
Managing staff sickness absence		
Maternity/paternity/shared leave		
Menopause guidance		
Dealing with unacceptable behaviour on school premises		
Preventing sexual harassment		
Probationary procedure for support staff		
Procurement		
Providing employment references		
Restructuring policy		
Risk management		
Safer recruitment		
Schools joining the Trust		
Sixth form admissions		
Special leave		
Staff exit interview/questionnaire protocol		
Support staff appraisal policy		
Support staff capability		

Teachers' pay		
Teachers' capability		
Trade union membership		
Whistleblowing		
<b>To be adopted</b>	<b>To be adopted</b>	
Annual leave	Careers guidance (secondary only)	
Business continuity	Continued professional development of staff	
Sabbatical	Early Years Foundation Stage	
School visits by governors	Environmental sustainability and energy consumption	
Staff induction protocol	Examinations (secondary only)	
Stakeholder communication policy	Relationships and sex education	
	School closure	
	School trips	
	SEND information report for parents	