

Policy Document for:       Scheme of delegation  
 Approved by Trustees:  
 Due for Review:            Autumn 2026

**Additions/amendments in this version**

Sept 25	<i>P8 - Addition for Operations committee for sustainability Following consultation with Trustees</i>

## Introduction

Bourne Alliance is a multi-academy trust (MAT). Members and Trustees have responsibility for this Scheme of Delegation, established as a formal schedule that distinguishes between matters reserved exclusively for Member or Trustee approval or decision, and matters delegated to local governing bodies (LGB), committees and individuals.

The main responsibilities of the Boards are prescribed in their Funding Agreements and Articles of Association. It is the responsibility of the Chair of Trustees to ensure that local governing bodies understand this scheme.

The purpose of a scheme of delegation is to clarify accountability and responsibility for everyone in the Trust. It covers all key areas that require decision-making and gives clarity on:

- Who is informed of decision-making;
- Who is responsible for decision-making;
- Who is accountable for decision-making;
- Who should be consulted when decisions are made;
- Who supports decision-making.

Clarity about lines of accountability, roles and responsibilities is an essential part of effective governance. The scheme also helps to provide a strategic overview of the role of governors and how to hold leaders to account. If someone is accountable for something they may delegate the associated tasks related to the outcome to a responsible person. This separation between accountability and responsibility requires systems to be put in place in order to monitor the completion of tasks that have been delegated, and ways of receiving feedback from responsible persons who have been delegated tasks.

A scheme of delegation makes it clear to all those involved who is accountable, and who is responsible. In a multi-academy trust, the Trust is responsible for drawing up the scheme of delegation, but all stakeholders are responsible for carrying out their corresponding roles in accordance with it. Within a MAT, responsibilities may differ from school to school depending on the amount of autonomy afforded to each school by the trust. This variation might be because of; the school's financial position, outcomes for children, an Ofsted report, experience levels of the local governing body, a safeguarding incident.

The Board of Trustees value any comments on or suggestions of additions to its Scheme of Delegation from any members of the Trust community at any time.

The Scheme will be published on the Trust website in compliance with the Academy Trust Handbook.

## Related documents

- Master Funding Agreement
- Supplemental Funding Agreement
- Articles of Association
- DfE - Academy Trust Handbook
- DfE - Academy Trust Governance Guide

## Aims of the scheme

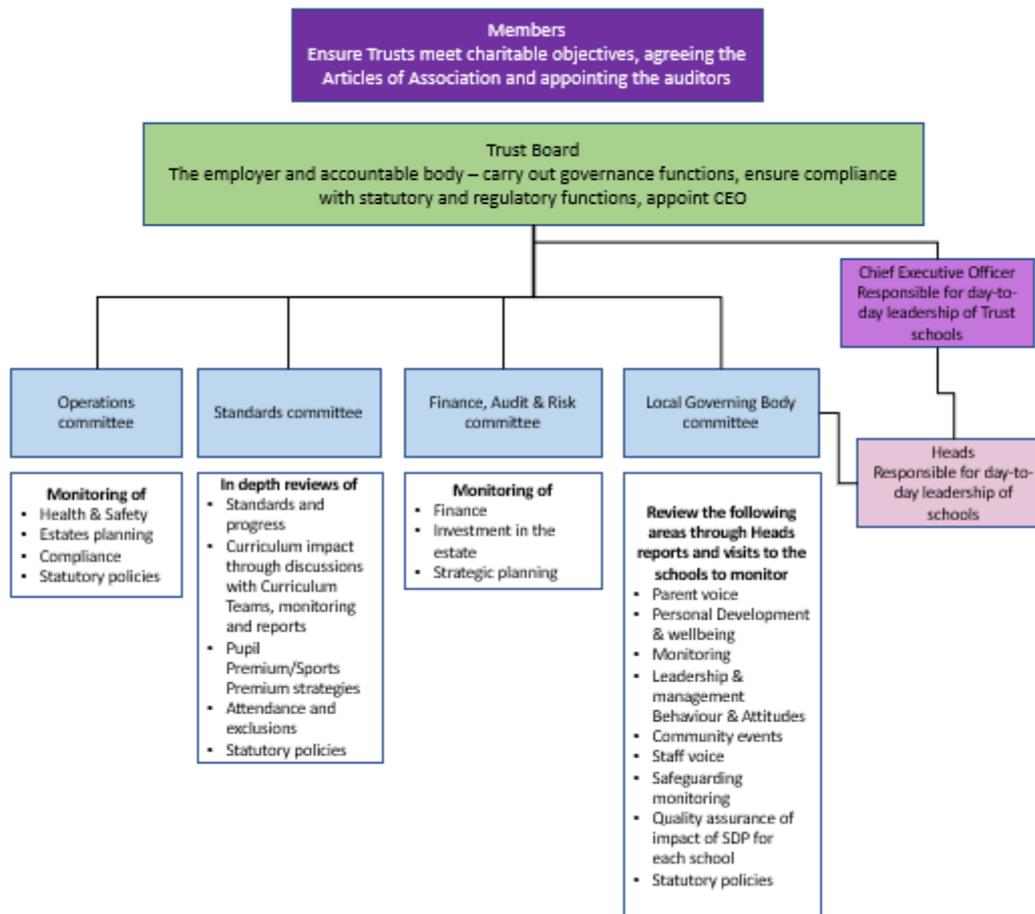
To reflect our Trust aims and values, promoting a positive culture of honesty, transparency, and accountability for the benefit of all stakeholders

- Ensure clarity of roles, responsibilities and lines of accountability for governance, in an organisation with multi-layered governance.
- Ensure robust review methods are in place to ensure that boards are effective.
- Provide a framework of accountability that is understood and effective.
- Use the scheme to provide a robust framework for setting priorities, creating accountability, monitoring progress and realising the organisation's vision

This scheme of delegation will be:

- Water-tight, robust and effective
- Written out in a clear and understandable manner
- Presented in the clearest way for information to be easily digested
- Up-to-date
- Encompassing the key areas of school life
- Easily accessible
- Referred to regularly
- Subject to consultation and review with key stakeholders at any time but at least annually

## Model of delegation in Bourne Alliance MAT (BA MAT)



## General Duties

- **Members** - The Articles of Association set out what Members can do. These powers include by special resolution, the amendment of the Articles and the appointment or removal of Members and Trustees. Members can also issue direction to Trustees to take a specific action, change the name of the company or wind up the Trust. They must receive the Trust's annual accounts. Members must ensure that the Trust upholds the aims and objectives of the Trust.
- **Trustees** - Must comply with a range of duties under charity, company, employment and education law. In simple terms these are the duties of compliance, prudence and care:
  - **Compliance** - Ensure resources are used appropriately and act in accordance with all policies and regulations.
  - **Prudence** - Ensure that the Trust's assets are protected, use them for the benefit of our schools, keep appropriate financial records and manage risk.
  - **Care** - Use reasonable care and skill to ensure that the MAT and schools are well-run and efficient and follow any external/professional advice given, unless there is good reason for not doing so.
- **Trustee Committees** – There are 4 Trustee committees. The committees must include
  - Finance and Audit
 and can include
  - Standards committee – to oversee standards in all Trust schools. Representation

of the Trust Board and Local Governing Body sit in the committee for reciprocal reporting

- Operations Committee - to oversee all aspects of Health & Safety, Compliance and the Estates in all Trust schools. Representation of the Trust Board and Local Governing Body sit in the committee for reciprocal reporting
- Local Governing Body (LGB) – the Trust has 1 LGB which has representation of all schools in the Trust plus local community. This committee complies with the requirements set out in the Academy Trust Handbook and the BA MAT Governance handbook

A separate audit committee will be established when the Trust reaches the size stipulated in the Academies Trust Handbook. Each committee has its own terms of reference and these are set out by Trustees and form part of this scheme of delegation.

All those using the Scheme of Delegation have a responsibility to seek clarification from the CEO or the Board about any points contained therein that they are unsure of before proceeding. Where those using the Scheme perceive there to be omissions, these should be reported to the CEO or the Board as soon as possible.

## Table of delegation and decision making for the BA MAT schools

### Key

<b>A</b> – Accountable and approver	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
<b>R</b> – Responsible	Responsible for delivery and does the work to achieve the task. Can be shared between groups/individuals.
<b>C</b> – Consulted	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.

	Members	Trust Board	CEO	Deputy CEO	CFO	Finance Audit & Risk	Operations	Standards	LGB	Heads
<b>Board business</b>										
1. Appoint/remove Members	AR									
2. Appoint/remove Trustees	AR	AR								
3. Elect Chair of Trustees		AR								
4. Appoint and remove Trust Board Committee Chair		AR								
5. Determine powers of Chair in urgent situations		AR								
6. Establish and review Trust governance structure		AR	C							
7. Agree named Governor for Special Educational Needs and Disabilities (SEND)									AR	C
8. Appoint/remove Trust Committee Chairs			C			AR	AR	AR	AR	
9. Appoint/remove Local Governors		AR	C							C
10. Appoint Trust Governance Professional		A	R	C						
11. Articles of Association: review		AR		C						
12. Articles of Association: ratify changes	AR									
13. Agree Committee Terms of Reference		AR	C	C	C	C	C	C		
14. Complete annual review of Scheme of Delegation		A	R	C						C
15. Commission external review of Trust Board effectiveness every three years		AR	C							
16. Complete annual Trust Board self-review		AR	C	C						
17. Complete review of local governance		A	R	C					C	C
18. Complete skills audit reviews annually and recruit to fill gaps		AR	C						R	C

	Members	Trust Board	CEO	Deputy CEO	CFO	Finance Audit & Risk	Operations	Standards	LGB	Heads
19. Publish governance arrangements on Trust and school websites		A	R							
20. Ensure Trust website is compliant and effective		A	R							
21. Ensure school websites are compliant and effective		A	A							R
22. Submit Annual Report on the performance of the Trust to members and publish		A	R	C	C	C				
23. Agree role descriptions for Trustees/chair/specific roles/LGB governors		A	R	R						
24. Annual schedule of business		AR	C							
25. Annual schedule of business for LGB		A	C						R	
26. Agree Complaints policy		A	C	R						C
<b>Vision and Strategy</b>										
1. Determine Trust's vision, strategy and key priorities		AR	C	C					C	C
2. Determine school vision, strategy and key priorities		A	C	C				C		R
3. Ensure engagement with stakeholders regarding vision, values and strategic priorities		A	R							R
4. Apply Trust vision and strategy to individual schools		A	R	R						R
5. Agree Trust growth plans		AR	R	R						
6. Determine Trust-wide policies		A	C	R						C
7. Determine school level policies		A	C	R						R
8. Establish Risk Register and conduct regular review		AR	R	C	C	C				C
9. Determine a programme of internal audit in line with the Risk Register and monitor its delivery		A	R	C	C					
10. Determine top slice		A	R		C	C				
<b>Safeguarding</b>										
1. Agree named safeguarding Trustee		A R	C							
2. Agree named safeguarding local Governor		A	C						R	C
3. Undertake Single Central Record monitoring and report to Trust Board		AR	C						C	R
4. Undertake peer reviews and report to LGB/Trust Board			A							R
5. Initiate external safeguarding audits and report to Trust Board			AR							
6. Deliver safeguarding training across the Trust to staff and governors/Trustees										AR

	Members	Trust Board	CEO	Deputy CEO	CFO	Finance Audit & Risk	Operations	Standards	LGB	Heads
<b>Finance</b>										
1. Appoint and remove external auditors	A	R								
2. Appoint and performance manage Chief Finance Officer		A	R							
3. Produce Trust's Scheme of Financial Delegation		A	R		C					
4. Receive annual report and accounts	A	R								
5. Action recommendations made arising from audits		A	R	R	R					C
6. Produce Annual Report and accounts		A	R		R					
7. Submit ESFA required reports and returns		A	R		R	C				
8. Agree budget plan to support delivery of Trust strategic priorities		A	C		R	R				
9. Agree budget plan to support delivery of school strategic priorities		A	C		R	R				C
10. Monitor Trust budget		A	R		R	R				
11. Carry out benchmarking and Trust-wide value for money evaluation		C	R		R					
12. Agree reporting and monitoring arrangements for Trust and school budgets		A R	C		C	R				
13. Appoint internal auditor and review effectiveness		A	R	C	C					
14. Agree Charging and remissions policy			C	R		A				C
15. Agree Data Protection Policy (and Privacy Notices)				R						C
<b>Trust Estate</b>										
1. Determine Trust Estates vision, strategy and agree key priorities		C	C	R			A			C
2. Receive reports on the Trust estate			C	R			A			C
3. Monitor school estates to ensure safe and well maintained			C	R			A			C
4. Agree Trust Health & Safety Policy				R			A			C
5. Agree Trust Managing Contractors policy				R			A			C
6. Agree Trust Premises Management policy				R			A			C
7. Agree Trust and school level fire safety policies				R			A			C
8. Agree premises management documents, including Estate vision, Estate strategy and Asset Management Plan			C	R			A			C
9. Develop Trust strategies and efficiency savings as part of Estates management		A	C	R	R	C	C			
10. Hold Trust Executive to account for the effective leadership of the estate to		AR				C	C			

	Members	Trust Board	CEO	Deputy CEO	CFO	Finance Audit & Risk	Operations	Standards	LGB	Heads
enable and support educational and financial performance										
11. Report on the impact of the sustainability programme (added following Trustee consultation Sept 25)			C	A	A		R			
<b>Workforce</b>										
1. Appoint and dismiss CEO/Accounting Officer		AR								
2. Performance manage CEO		AR								
3. Agree CEO remuneration		AR								
4. Conduct executive team performance management			AR							
5. Conduct Head Teacher performance management			AR							
6. Agree Head Teacher remuneration			AR							
7. Review and agree school staff appraisal procedure and pay progression		A	R							
8. Determine Trust Executive team staffing structure		A	R	C						
9. Determine school staffing structure			AR	C	C					C
10. Head Teacher appointments and dismissal		A	R	C						
11. Trust wide Pay Policy, Terms & Conditions of Employment		A	R							
12. Determine Disciplinary, Grievance, allegations of abuse against staff and Capability policies		A	R							
13. Undertake panel hearings for disciplinary and capability matters relating to the CEO		AR								
14. Undertake panel hearings for disciplinary, grievance and capability matters relating to the Central Team		AR								
15. Undertake panel hearings for disciplinary, grievance and capability matters relating to school staff		AR								
16. Approval of exit payments/early retirement/pension discretion (above a certain threshold)		AR	C							
17. Agree Trust Whistleblowing Policy		A	C	R						C
<b>Pupils and learning</b>										
1. Agree Trust Safeguarding & Child Protection Policy		A		C						R
2. Agree school level Attendance Policies			C	C					A	R
3. Discuss attendance issues which impact directly on attainment and progress		C						R		A

	Members	Trust Board	CEO	Deputy CEO	CFO	Finance Audit & Risk	Operations	Standards	LGB	Heads
(added May 25 after LGB)										
4. Discuss attendance actions and impact (added May 25 after LGB)			C						R	S
5. Agree school level School Uniform Policies			C	C					A	R
6. Agree school level policies for pupils with SEND and information reports		A	C	C					C	R
7. Agree school level Behaviour Policies		C	C	C					A	R
8. Agree Trust level suspensions and exclusions policy										
9. Agree Trust level anti-bullying policy				C					A	R
10. Agree Trust level Pupils with medical conditions policy				R					A	C
11. Agree Trust level ECT policy				R				A		C
12. Agree school level EYFS policies				C				A		R
13. Agree Trust policy for Children with Health Needs that Cannot attend school				R			A			C
14. Agree Trust Administration of Medicines policy				R			A			C
15. Agree Trust first aid policy				R			A			C
16. Agree relationships education			C	C					A	R
17. Agree mainstream schools Admissions Policy				C					A	R
18. Report on the impact of the sustainability programme with regards to pupils, curriculum and targeted spend (added after Standards Committee Sept 25)			C	R				C		A
19. Agree school level equality information and objectives (Public Sector Equality Duty) statement and monitor delivery					R		C			A
20. Approve curriculum		C	C	C				AR	C	R
21. Ensure high standards of teaching and learning		C	A	R				R	C	R
22. Set targets for Trust outcomes		A	R	R						C
23. Plan and deliver individual school improvement interventions and strategies			A					C	C	R
24. Determine & monitor use of Pupil Premium and Sports Premium		A		C				C		R
25. Ensure provision of religious education								C	A	R
26. Ensure delivery of collective worship								C	A	R
27. Set the dates of school terms and holidays			AR	C						C
28. Set the times of school sessions			AR	C						C
29. Review Head Teacher decision to suspend/exclude pupils			AR							
30. Monitor rates of suspension and exclusion across the Trust			C	C					C	AR

	Members	Trust Board	CEO	Deputy CEO	CFO	Finance Audit & Risk	Operations	Standards	LGB	Heads
31. Implement admissions appeal process		A	R							C
32. Implement Complaints Procedure		A	R	R						R
33. Review complaints at panel stage		AR								
<b>Community</b>										
1. Develop stakeholder partnerships across the Trust		A	R							
2. Develop stakeholder partnerships at school level			A						C	R
3. Review what it is like to be a child at the school									A	R
4. Review what it is like to work at the school		A	R							
5. Review what it is like to have a child attend the school									C	R
6. Review what it is like to be part of the Trust		A	R							