Haberdashers' Academies Trust South

Scheme of Delegation

for Governance and Leadership

October 2026

Scheme of Delegation

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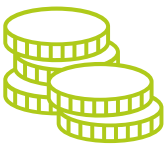


Scheme of Delegation

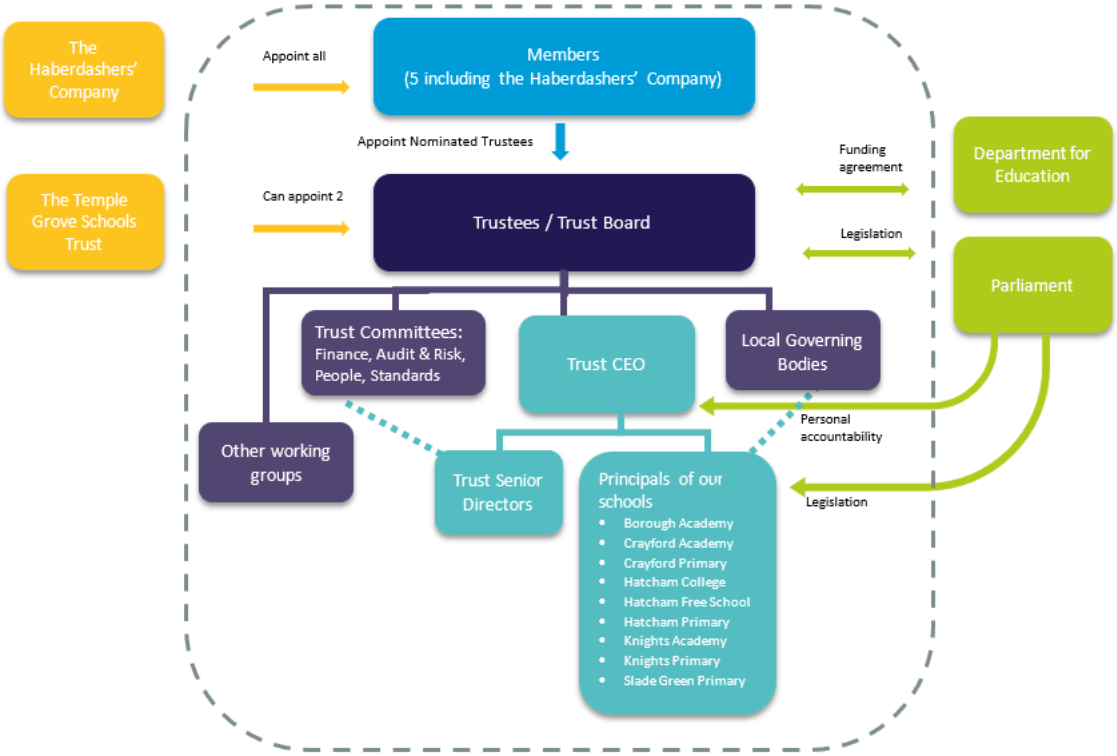
Purpose

The Scheme of Delegation sets out how Haberdashers' Academies Trust South (the Trust) delegates its responsibilities to the different parts of its governance structure and executive team. The Trust Board remains the legally accountable body for delegated functions.

The structure of Haberdashers' Academies Trust South

The Trust is a multi-academy Trust (MAT) comprising nine schools that share a common approach and work closely together to achieve that.

Governance



There is a close relationship between the different parts of governance in the Trust, but each has distinct responsibilities.

The Trust has up to five **'Members'** who are responsible for ensuring the Trust meets its charitable objectives and holding the Trust Board to account for the effective governance of the Trust. The Members of the Trust are the Haberdashers' Company itself as well as up to four members appointed by the Company. Further detail on the remit of Members can be found in the Trust Articles of Association.

The **Trust Board** is the non-executive body accountable for all aspects of the conduct and performance of the schools across the Trust. The Trust Board and its committees are responsible for the strategic priorities of the organisation, its growth plans, major capital investments and for approving the budget and managing the finances across the organisation. The **Trustees** ensure compliance with statutory and regulatory functions and exercise their responsibilities by appointing a Chief Executive Officer (**CEO**). The

CEO is also a Trustee. The CEO is directly accountable to the Trust Board and the DfE for standards across the Trust and as such Principals report directly to the CEO.

There are four committees of the Trust Board: Finance, Audit & Risk, People and Standards. Each committee has delegated functions from the Trustees, as set out in this document. Their detailed remit is described in the Terms of Reference. The Chair of each committee is appointed by the Trust Board. The membership of each is drawn predominantly from the Trustees as well as independent appointees who may not have any other role in the Trust's governance.

There is a separate Local Governing Body (LGB) for each school. The chair of each Local Governing Body is appointed by the Trust Board. Some chairs are Trustees. The membership of each Local Governing Body includes (in some cases) Trustees of the Trust, elected or appointed parents and governors co-opted by the Trust Board through its delegation of authority to the People Committee.

The LGBs are focussed on ensuring the quality of educational provision, satisfying themselves that the Principal and their team are doing the right things, within the compliance framework within which the Trust operates, to ensure that standards are as high as possible. The relationship between the LGB and the CEO is an important one. The CEO will work closely with the Chair of the LGB, who is invited to attend the formal accountability meetings between the CEO and Principal through the year.

The Trust Board also delegates functions to the Exclusions Governor Review Panel and the Trustee Steering Group (s). Further information of which is included in the Terms of Reference.

This document should be read alongside four other key documents:

- The Articles of Association of the Trust, which describe how Members and Trustees are appointed and set out their powers and responsibilities.
- The Terms of Reference of each board in the governance structure, which gives details of the membership of the Trust Board, its committees and the Local Governing Bodies. These specify which functions need to be carried out in each meeting and detail where the Trust Board has delegated responsibilities to its sub-committees (i.e. the committees for Finance, Audit & Risk, People & Standards).
- The Scheme of Financial Delegation, which describes in detail the limits of authority of individuals to incur expenditure and to make other financial decisions.
- The Trust policies schedule, a copy of which can be accessed through the Trust Director of Governance and Compliance, which lists all the policies the Trust has and all those which the schools must have, and the responsibility for approval of each.

The Executive

The key executive roles in the MAT are the CEO, the Principals of the nine schools and other Senior Directors in the central team. The organisation is structured to support collaborative activity to develop and implement highly effective shared practice across all aspects of the work of the schools in the Trust.

The Principal of each school is responsible and accountable for the standards within and management of their school. The Principals work with each other, the CEO and Directors in the central team to develop the Trust's agreed policies and procedures, which they are then responsible for implementing in their schools. For some areas of its work the Trust will either adopt a standardised approach (under which all schools do things the same uniform way) or an aligned approach (under which each school develops is own approach within the bounds of a set of common principles defined by the Trust). For all other areas, the schools are autonomous. The table below sets out which areas fall under each heading. All standardised and aligned policies are owned by members of the central Executive and autonomous policies are owned by school Principals. The policies are approved as per the Trust policies schedule.

Scheme of Delegation

In carrying out their responsibilities the Principals and their teams are advised and scrutinised by the CEO and other centrally employed staff acting on the CEO's behalf, but this does not in any way alter the Principals' responsibilities for their schools. They are accountable and responsible for standards within their schools. Each Principal is supported by a School Leadership Team. The membership of each team and their responsibilities is not described in the table of delegation of duties. The Principal remains accountable for the senior leaders acting on their behalf.

Standardised, aligned & autonomous

We all follow the same policy in relation to these areas. There is no deviation.

- All policies or strategies listed as standardised
- All aspects related to finance, budget planning, HR
- IT, MIS, data system
- Annual review of SEND, safeguarding, PP, Health and Safety, Central team provision
- Annual survey of staff, parents, pupils
- Summative assessment calendar and approach
- Target setting process
- Trust strategic priorities
- Development planning and self-evaluation processes
- Governance structure and processes

STANDARDISED
Central Policies

We adhere to agreed principles but have the autonomy to implement them in a way which reflects our own context

- All policies listed as aligned
- Mission, vision and values (beyond the core)
- Cluster arrangements, including estates management

ALIGNED
Core Principles

We will approach these differently according to our own school / cluster context

- All policies listed as autonomous
- Any other school-specific requirements

AUTONOMOUS
School Driven

Using this document

Format

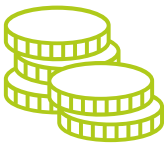
The following table of delegation of duties is categorised into sections - **Governance**, **Strategy**, **School Improvement**, **Curriculum**, **Finance and Estates** and **People**.

1. Governance

2. Strategy

3. School Improvement

4. Curriculum



5. Finance & Estates

6. People

Scheme of Delegation

The table of duties is broken down by group of authority - Members, Trust Board, Trust Committees (Trust Comm.), CEO & Central Team, Local Governing Bodies (LGBs) and Principal and school team. The table includes the following letters to detail who is accountable and responsible for doing each item:

R	**Responsible** Those responsible for delivery of the task and who do the work to ensure that it is completed. Can be shared between groups or individuals with appropriate expertise. *For example - the responsibility for reviewing the top risks facing the Trust sits both with the Audit & Risk Committee but also with the CEO and the Executive who carry out regular reviews.*
A	**Accountable (may also be approver)** Those ultimately answerable for the correct and thorough completion of the deliverable or task, and who delegate the work to those responsible. There should be only one group or person accountable for each task or decision. *For example - whilst the Trust Board retain ultimate responsibility for risk management and oversight of the risk registers, the CEO and the Executive own the content of the registers and are accountable for identifying and presenting them to the Trust Board.*
C	**Consulted** Those whose opinions are sought before the decision is made and with whom there is two way communication. These are important stakeholders or have relevant specialist knowledge. *For example – the Principals are consulted on school level risks as part of the CEO and Central Team's responsibility of reporting the top risks facing the Trust to the Trust Board.*
S	**Support** Those who provide support to those responsible for delivering the task. *For example - the Audit & Risk Committee support the CEO and Central Teams in their responsibility of reporting the top risks facing the Trust to the Trust Board by regularly reviewing the risk registers and top risks and advising the Trustees on this through their reports to the Trust Board.*
I	**Informed** Those who are kept up to date on progress and key information once decisions are made or tasks completed. *For example – The Trust Board are informed about the top risks facing the Trust by the CEO and Central Team and reports by the Audit & Risk Committee.*
* A	Delegations marked with an asterisk highlight a statutory expectation or one necessary to comply with our Articles of Association or Funding Agreement. *For example – the Academy Trust Handbook sets out that overall responsibility for risk management sits with the Trust Board.*
A	Delegations marked in bold with blue circle signify that this matter has been reserved for that approving body (Members or the Trust Board) only. The full list of matters reserved is included on a separate page before the delegation tables.

Supportive information to provide further detail and context to certain actions is listed under the relevant table, for example:

Notes

- The CEO and Executive act on behalf of the Board to enable it to discharge its duties in relation to statutory compliance and the performance of schools
- The Trust's Head of Governance will provide support to the Trustees for appointments, recruitment and induction.

Further information on the role and responsibilities delegated to the Trust Committees is set out in the Trust's Terms of Reference.

Working examples

The annual performance targets for schools relating to academic performance are set by the CEO. The Standards Committee review the measures to be used in setting targets alongside the target setting process itself. They also monitor progress against these targets through the year. The LGBs note the targets and monitor progress as well. The CEO monitors progress at KIT meetings. The Chair of the LGB is involved in the KIT meetings where discussions relating to targets are held. In the RACSI format of the Scheme of Delegation, this is set out as follows:

	School Improvement	Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
3.14	Set annual academic performance targets for the schools			C	A / R	I	C
3.1.5	Hold Executive Leaders to account for the educational performance and standards of the Trust and its pupils		A	S	R	S	

The Audit & Risk Committee approve the Trust's Risk Management Policy and the CEO, Executive and Principals own the content of their risk registers. In line with the Academies Trust Handbook (Section 2.35), overall responsibility for risk management, including ultimate oversight of the risk register, must be retained by the Trust Board, drawing on advice provided to it by the Audit & Risk Committee. In the RACSI format of the Scheme of Delegation, this is set out as follows:

	Strategy	Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
2.2.2	Develop and propose the Trust's risk management approach			C	A/R		
2.2.3	Identify and present the top risks facing the Trust to the Trust Board, drawing upon risks identified by the central team and by each school		I	S	A/R		C
2.2.4	Review the top risks facing the Trust		* A	R	R		

School level risk registers are monitored at KIT meetings, LGB meetings and through the Audit & Risk Committee. The Principal and the senior leaders will determine their Risk Register and be responsible for its management and the implementation of mitigations. The LGB should be confident that they recognise the risks that have been shared and provide challenge to the Principal in discussion of these risks. The CEO will ensure that schools are using the agreed register and following the correct process for identifying strategic risks. In the RACSI format of the Scheme of Delegation, this is set out as follows:

	Strategy	Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
2.2.7	Identify and manage school-level risks in line with the Trust's Risk Management Policy			I	S	C	A/R
2.2.8	Monitor the risks facing the school and the measures in place to mitigate them through self evaluations and review of the school development plan			I	R	R	A

Matters Reserved

Matters reserved for the Members

The following matters are specifically reserved for approval by the Members:

1. Any proposal to amend the Memorandum and Articles of Association
2. Appointment of the external auditors (on the advice of the Audit & Risk Committee)
3. Appointment of new Members or removal of existing Members
4. Appointment of Nominated Trustees as set out in the Articles of Association of the Trust
5. Issuing direction to the Trustees to take specific action where Trustees are unable or unwilling to act in the best interests of the Trust.
6. Any change to the names of the charitable company and ultimately, winding up the Trust.

Matters reserved for the Trust Board

The following matters are specifically reserved for approval by the Trust Board:

1. Any proposal for material amendment to the accounting policies;
- Planning Applications reflecting a significant change of use and capital projects above the limit in the Financial Scheme of Delegation;
2. Sales or purchases of Trust owned property assets or entering or ending long leases (Notification of and consent from the DfE may also be required);
3. Any decision to bring or defend legal action in a civil case, with the potential for material costs or awards which is not covered by the Trust's insurers and / or has potential significant reputational impact;
4. Response to criminal charges/allegations of criminal activity which have connection with the Trust;
5. Opening of new schools, acquisition of schools or expansion of activities beyond core business;
6. Any variation to the master or supplementary funding agreements;
7. Formation of a subsidiary;
8. Material change to general terms of employment;
9. Approval of annual Trust and School budgets;
10. Approval of Executive Pay, including CEO, Principals and Senior Directors;
11. Approval of Annual Report & Accounts including setting or reserve allocations;
12. Any contract with any Trustee, governors or senior manager or with any person or entity connected with any of them;
13. Any major change in policies on
    a. Admission of students
    b. Educational KPIs and target setting
    c. Curriculum principles
    d. Complaints procedures
    e. Investment management
    f. Cash management (including approved list of counter-parties)
14. Receipt of gifts above £25k other than from the Trust's two established sponsors;
15. Receipt of payments in exchange for sponsoring/naming rights;
16. Variations in authorisation levels for purchases/leasing/hiring contracts and any other matters controlled by the Financial Scheme of Delegation;
17. Any decisions to apply to the DfE for approval for borrowing by the Trust;
18. Any material grant of guarantee or indemnity (or similar) in respect of a third party's obligations (including obligations of staff).

Note: The decision about materiality is to be taken by a senior officer qualified to make this judgement, with external professional advice if required.

Scheme of Delegation

Delegation of Duties: Governance

Governance		Members	Trust Board	Trust Comm.	CEO & Central Team	LGB	Principal & school team
1.1	*Appointments*						
1.1.1	Appoint and remove members	* A/R	I		I		
1.1.2	Appoints and removes Trustees (Nominated Trustees)	* A	R		S		
1.1.3	Appoints and removes Trustees (Co-opted Trustees)		* A/R	R	C / S		
1.1.4	Elects Trust Chair and Vice Chair annually. Elects Deputy Chair if chooses to have one.		* A/R		S		
1.1.5	Appoint and remove committee Chairs		* A/R	R	C / S		
1.1.6	Appoint and remove committee members			A / R	C / S		
1.1.7	Agree and appoint committee Vice Chair positions			A / R	S		
1.1.8	Appoints a Trustee for Safeguarding		* A/R		S		
1.1.9	Appoint and remove LGB Chairs		* A	R	S	S	C / I
1.1.10	Appoint and remove LGB members			*A	S	R	C
1.1.11	Agree and appoint LGB Vice Chair positions			A / R	S	C	I
1.1.12	Conduct parent governor elections effectively when vacancies arise			* A	R		R
1.1.13	Appoint parent governors if it has not been possible to do so through an election process			* A	R		I
1.1.14	Agree and appoint required link governor / trustee positions			* A	R	R	I
1.1.15	Establish and manage a succession planning and recruitment process to ensure an appropriate balance of skills and effectiveness across the committees.			A	R	R	I
1.1.16	Establishes and review the Trust governance structure.		* A	R	C	I	
1.1.17	Appointment of a Trust Governance Professional (Head of Governance) - see note below regarding appointment process		* A / C		R	I	I
1.1.18	Agree clerking arrangements to ensure consistent and high-quality clerking provision in order to drive improved governance across the Trust		* A		R	C	I
1.2	*Documents and compliance*						
1.2.1	Legal responsibility for the Trust, schools and their governance.		* A		R		S

Scheme of Delegation

Governance		Members	Trust Board	Trust Comm.	CEO & Central Team	LGB	Principal & school team
1.2.2	Legal responsibility for statutory compliance and for the Board's own processes in line with the legal requirements as set down in the Articles of Association and the Master Funding Agreement (see note below)		* A		R		
1.2.3	Issue direction to the Trustees to take specific action where Trustees are unable or unwilling to act in the best interests of the Trust	A / R			S		
1.2.4	Approve any change to the names of the charitable company and ultimately, winding up the Trust	A / R		C	S		
1.2.5	Variation to the master or supplementary funding agreements		A		R		
1.2.6	Review articles of association		* A		R	I	I
1.2.7	Ratify changes to Articles of association	* A	R				
1.2.8	Complete annual review of scheme of delegation		* A		R	I	I
1.2.9	Delegate responsibilities to the Trust Committees, LGBs and senior executives to discharge duties in relation to statutory compliance and the performance of schools.		* A		R	I	I
1.2.10	Determine powers of chair in urgent situations		A/R		S		
1.2.11	Agree and record the Trust Committee (including LGB) functions in the Terms of Reference. Review annually.		* A	C	R	I	
1.2.12	Maintain a Trust register of the relevant business and financial interests of Members, Trustees, Local governors and Senior employees		* A	R	R		
1.2.13	Maintain accurate records, reporting to the Department for Education & Companies House with up to date information about Trustees and school LGB governors		* A		R		S
1.2.14	Ensure Trust and school websites are compliant and effective, publishing accurate and required information.			A	R		R
1.2.15	Submit annual report on the performance of the Trust to members and publish	I	A	R	R		
1.2.16	Provide termly reports on safeguarding to demonstrate that children are safe in the school and that the school is compliant with safeguarding duties		I	I	A	I	R
1.2.17	Ensure that Trust wide policies are approved as per Trust Policy Tracker		R	R	A		I
1.2.18	Ensure that school policies are approved as per Trust Policy Tracker				A	R	R

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Governance		Members	Trust Board	Trust Comm.	CEO & Central Team	LGB	Principal & school team
1.2.19	Determine the Trust's admissions policies annually		* **A**		R	I	S
1.2.20	Review the Trust's admissions policies, working with the schools on recommended changes and ensuring they are compliant with the Admissions Code		A		R	C	S
1.2.21	Carry out statutory admissions consultations when required		* A		S	C	R
1.2.22	Publish updated admissions policies the school websites once determined by the Trust				* A		R
1.2.23	Ensure admissions processes, including ranking, out of cohort applications, and appeals panels comply with statutory requirements on admissions.		* A		S	S	R
1.2.24	Any decision to bring or defend legal action in a civil case, with the potential for material costs or awards (see note below)		**A**		R		
1.2.25	Response to criminal charges/allegations of criminal activity which have a connection with the Trust		**A**		R		
1.2.26	Approval of formation of a subsidiary		**A**		R		
1.2.27	Any material grant of guarantee or indemnity (or similar) in respect of a third party's obligations (including obligations of staff)		**A**	S	R		
1.2.28	Approve any major change in complaints policies and procedures		**A**	C	R		C
1.3	***Evaluate effectiveness***						
1.3.1	Evaluate and improve governance processes and effectiveness.		A	R	C		
1.3.2	Evaluate the performance and effectiveness of LGBs		A	R	S	C	
1.3.3	Evaluate the performance and effectiveness of the Trust Board and Trust Committees		A	R	S		
1.3.4	Commission external review of trust board effectiveness	C	A / R		S / C	I	
1.4	***Training***						
1.4.1	Induct new Trustees and Trust Committee members following appointment		A	S	R		
1.4.2	Induct new LGB governors following appointment.			A	R	R	S
1.4.3	Ensures Trustees and Trust Committee members receive the right level of training to deliver their roles effectively. This includes cyber security.			* A	R		
1.4.4	Ensures LGB governors receive the right level of training to deliver their roles effectively.			A	R	S	S

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Governance		Members	Trust Board	Trust Comm.	CEO & Central Team	LGB	Principal & school team
1.4.5	Ensures Trustees and Trust Committee members undertake safeguarding training (including Prevent) and are updated at least annually on any changes to safeguarding legislation and statutory guidance		* A		R		
1.4.6	Ensures LGB governors undertake safeguarding training and are updated at least annually on any changes to safeguarding legislation and statutory guidance		* A		S	R	S
1.4.7	Ensure link governors are effectively trained to carry out their roles effectively, as defined in the associated role descriptions including regular visits and (for link governors) an annual report to the LGB			A	R	R	S
1.5	*LGB governance*						
1.5.1	Set agenda for LGB meetings according to Terms of Reference and associated LGB guidance				R	A	S
1.5.2	Responsible for preparation of papers for the LGB, in accordance with the Terms of Reference and the associated LGB guidance				R	A	R
1.5.3	Responsible for the LGB's own processes in line with the responsibilities delegated to it.			C	R	A	S
1.5.4	Provision of Clerking and support for the LGBS, suspension and exclusion review panels				A/R	I	S

Notes

- The People Committee is the Trust Committee relevant to items in this section.
- Articles 12-18 in the Trust's Articles of Association detail the appointment of Members.
- The CEO and Executive act on behalf of the Board to enable it to discharge its duties in relation to statutory compliance and the performance of schools
- The Chair is permitted to act in cases of urgency where a delay in exercising the function would be likely to be seriously detrimental to the interests of the Trust, one of its schools, a pupil, parent or member of staff. In such a case this action must be notified to the CEO and agreed by the Chair of the Trust. The Chair will report back to the Trust Board on the actions taken at its next meeting.
- The CEO and relevant Senior Directors should be consulted as part of the recruitment process for Trustee and Trust Committee member appointments - for example in relation to educationalist appointments to the Standards Committee.
- The Trust Board are accountable for the appointment of a Governance Professional (Head of Governance) by the Trust. The appointment is delegated to the CEO who is responsible for their appointment in discussion with the Trust Board chair.

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- The LGB Chairs are responsible, alongside the People Committee for LGB member succession planning and (with the support of Central team) the recruitment of LGB members to ensure an appropriate balance of skills and effectiveness
- The Principal should be consulted as part of the recruitment process for LGB governor appointments
- The Trust's Policy Tracker is approved annually by the Audit & Risk Committee who monitor its implementation through the Executive's check of approvals. The central Executive are accountable for ensuring that the policies are reviewed and approved annually by the relevant approving body - the Trust Board, one of the Trustee Committees, the Executive (including Principals) or LGBs.
- The Trust uses the DfE's Risk Protection Arrangement as insurers for defence of legal action in a civil case. Any decision to bring or defend legal action in a civil case, with the potential for material costs or awards which is not covered by the Trust's insurers and / or has potential significant reputational impact would be approved by Trustees.
- The LGBs agree governors for the Vice Chair position which are put forward for approval to the People Committee. The LGBs appoint Link Governors and these appointments are noted by the People Committee.

Scheme of Delegation

Delegation of Duties: Strategy

Strategy		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
2.1	*Vision and Strategy*						
2.1.1	Review and agree the overall vision, values, strategy and long term objectives for the Trust.	I	* A	S	R		I
2.1.2	Develop, propose and implement the Trust's strategies as approved by the Board, providing support and challenge to the schools as required				A/R		C
2.1.3	Oversee school-level strategy implementation, seeking assurance that all is being done that can be done, providing support and challenge as required				A/R	R	C
2.1.4	Develop and implement school long term strategic plans and annual development plans in line with Trust expectations				A	S	R
2.1.5	Develop and regularly update the school's annual development plan, based on accurate self evaluation				A	S	R
2.1.6	Approve the key performance indicators (KPIs) against which to monitor implementation of strategy and long term objectives, as well as annual performance		A	R	S		
2.1.7	Develop and propose the KPIs to monitor implementation of strategy, long term objectives and as annual performance				A/R		C
2.1.8	Monitor progress against strategic aims and KPIs, taking corrective action as required		I	I	A / R		S
2.1.9	Approve new school or acquisition of school and expansion projects, or expansion of activities beyond core business and monitor their progress	C	A		R		
2.1.10	Develop plans for new school and expansion projects and report on their progress to the Board		I		A / R		
2.1.11	Approve planning applications reflecting a significant change of use and capital projects above the limit in the financial Scheme of Delegation		A	S	R		
2.2	*Risk Management*						
2.2.1	Approve the Trust's risk management approach		* A	R	C		I
2.2.2	Develop and propose the Trust's risk management approach			C	A / R		

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Strategy		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
2.2.3	Identify and present the top risks facing the Trust to the Trust Board, drawing upon risks identified by the central team and by each school		I	S	A/R		C
2.2.4	Review the top risks facing the Trust		* A	R	R		
2.2.5	Determine an annual programme of internal audit in line with the risk register and monitor its delivery			* A	R		S
2.2.6	Ensure that Trust wide risks are communicated to all schools and are reflected in school risk registers			A	R		I
2.2.7	Identify and manage school-level risks in line with the Trust's Risk Management Policy			I	S	C	A/R
2.2.8	Monitor the risks facing the school and the measures in place to mitigate them through self evaluations and review of the school development plan			I	R	R	A
2.2.9	Provide strategic oversight of the Trust's business continuity and critical incident arrangements, ensuring appropriate procedures are in place to respond effectively to incidents in line with statutory requirements.		* A	R	R		C/S
2.2.10	Implement and maintain the school's business continuity and critical incident procedures, ensuring effective staff response during incidents in line with statutory requirements and Trust expectations.			I	R		A/R
2.3	*Stakeholder Engagement*						
2.3.1	Approve the Trust's stakeholder engagement approach (parents, local communities, staff and pupils across the Trust)		* A		R		C
2.3.2	Ensure the views of stakeholders appropriately inform the Trust's strategy and operations		A		R		C
2.3.3	Design the principles for engagement with stakeholders				A / R		C
2.3.4	Lead stakeholder engagement at school level, using their views to inform the self evaluation and school development plan				I	I	A / R
2.3.5	Monitor stakeholder engagement and ensure their views inform the school self evaluation and development plan				I	R	A

Notes

- All Trust Committees would be consulted on the strategies and objectives that relate to them. The Trust Committees relevant to items in this section are the Standards Committee and the Audit & Risk Committee. Further information on their remit is set out in the Terms of Reference.

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- The CEO and Senior Directors are responsible for implementing the strategies as approved by the Board, monitoring progress against them and taking corrective action as required. They will provide professional support and challenge to the schools in developing and implementing their own strategic plans.
- The LGBs are responsible for overseeing the implementation of the Board's strategy as it applies to the school, satisfying themselves that all is being done that can be done. They provide challenge and support to the school for developing their 5 year strategic plan.
- The Audit & Risk Committee approve the Trust's Risk Management Policy and provide oversight of the Trust's risk management, business continuity and assurance arrangements, reporting to the Trust Board. The CEO, Executive and Principals own the content of their risk registers and business continuity plans. In line with the Academy Trust Handbook (Section 2.35), overall responsibility for risk management, including ultimate oversight of the risk register, must be retained by the Trust Board, drawing on advice provided to it by the Audit & Risk Committee.
- School level risk registers are monitored at KIT meetings, LGB meetings and through the Audit & Risk Committee. The Principal and the senior leaders will determine their Risk Register and be responsible for its management and the implementation of mitigations. The LGB should be confident that they recognise the risks that have been shared and provide challenge to the Principal in discussion of these risks. The CEO will ensure that schools are using the agreed register and following the correct process for identifying strategic risks.
- The Trust Board retains overall accountability for business continuity and critical incident arrangements, as part of its responsibility for risk management and statutory compliance. Oversight is delegated to the Audit & Risk Committee with the Executive responsible for maintaining a consistent Trust-wide framework.
- Principals are accountable for the implementation of Business Continuity and critical incident procedures within their schools, including ensuring that arrangements are understood and can be effectively enacted by staff in practice.

Scheme of Delegation

Delegation of Duties: School Improvement

School Improvement		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
3.1	*School Improvement*						
3.1.1	Create robust accountability, oversight and assurance for educational performance		* A	R	R		
3.1.2	Agree the Trust's strategy for school improvement			A	R		C
3.1.3	Implement the Trust strategy and associated policies on school improvement to ensure standards are high and pupil progress is strong			I	A / R		R
3.1.4	Set annual academic performance targets for the schools			C	A / R	I	C
3.1.5	Hold Executive Leaders to account for the educational performance and standards of the Trust and its pupils		A	S	R	S	
3.1.6	Hold Executive Leaders to account for the quality of support provided to the schools by the central team		A	S	R	C	C
3.1.7	Ensure the attainment and progress of disadvantaged pupils who attract the pupil premium, catch up and other targeted payments			A	R	R	R
3.1.8	Review initiatives to improve educational performance across the Trust and within individual schools			A	R		R
3.1.9	Authorise the creation and membership of a temporary school improvement board (SIB)		A		R	I	I
3.1.10	Take appropriate action to address areas of weakness and improve academic performance and monitor impact				A / R		R
3.1.11	Approve any major changes in policy on educational KPIs and target setting		A	R	R	I	C
3.2	*Monitoring and reporting*						
3.2.1	Review and approve measures of educational performance and its key drivers across the schools			A	R		S
3.2.2	Monitor pupil progress, attainment, and key drivers across all schools and pupil groups			S	A/R	R	R
3.2.3	Report school performance, including progress against targets and benchmarks, to the Trustees. Benchmark within the Trust, locally, against matched peers, nationally and over time		I	A	R		S
3.2.4	Accurately self evaluate the school, its strengths and weaknesses				R / S	S	A/R
3.2.5	Implement a plan of action to improve and develop areas identified in the school self evaluation				S	S	A/R

Scheme of Delegation

School Improvement		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
3.2.6	Understand and challenge the school against all areas of pupils' overall progress and attainment, as well as the impact of provisions in place to support this			S	A/R	R	
3.2.7	Approve the annual SEND Information Report for publication				S	* A	R
3.2.8	Monitor and challenge the school's response to the recommendations to the last Ofsted inspection				A/R	R	S
3.2.9	Review and discuss the school's Inclusion Strategy, including how it uses its Inclusive Mainstream Fund (IMF) allocation			I	A	R	S
3.2.10	To support the oversight of inclusion and SEND through appointing an Inclusion Link governor from within the Standards Committee			A	S		
3.3	*Suspensions, exclusions and directions*						
3.3.1	Decision to temporarily direct a pupil off site to alternative provision, ensuring that statutory guidance is followed in its implementation				C	I	A/R
3.3.2	Oversee and review all off-site direction placements within their schools, ensuring the reviews take place for as long as the direction remains in effect		* A		S	R	S
3.3.3	Decision to exclude or suspend a pupil, ensuring that statutory guidance is followed within the required timescales.				C	I	A/R
3.3.4	Report to the LGB when suspensions, exclusions, and safeguarding separations have taken place.				S	I	* A/R
3.3.5	Convene governor review panels to review exclusions and suspensions in line with statutory requirements.		* A		R		
3.3.6	Review exclusions and suspensions in line with statutory requirements. Functions can be delegated as per the note below.		* A		S	R	
3.3.7	Review patterns of pupil movements, including exclusions, ,suspensions, managed moves, off site directions,, safeguarding separations across the Trust			* A	R		S
3.3.8	Review patterns within their school of pupil movements, including exclusions, suspensions, managed moves, off site directions, safeguarding separations			* A	S	R	S
3.3.9	Review and monitor the use of Restrictive Interventions by school and across the Trust			* A	S	R	S

Notes

- The Standards Committee is the Trust Committee relevant to items in this section. Further information on their remit is set out in the Terms of Reference.
- The Central Team provide professional support and challenge to schools to help drive improvement and high academic standards.

Scheme of Delegation

- The annual performance targets for schools relating to academic performance are set by the CEO. The Standards Committee review the measures to be used in setting targets alongside the target setting process itself. They also monitor progress against these through the year. The LGBs note the targets and monitor progress as well. The CEO monitors progress at KIT meetings. The Chair of the LGB is involved in the KIT meetings where discussions relating to targets are held.
- A temporary school improvement board (SIB) would be created to run in parallel with an LGB if required as a temporary intervention to raise standards in the school. The decision to put a SIB into place can only be authorised by the Trust Board and would be a temporary
- committee which would exist in parallel to the LGB.
- The schools and their LGB are responsible for a detailed understanding of pupil attainment and progress (and the attainment and progress of specific groups), underpinned by sound evidence (including at individual pupil level)
- Monitoring of pupil progress will include but not be limited to those eligible for pupil premium, those with special educational needs and disability, different ethnic groups, differing ability cohorts.
- The LGB should understand and challenge against all areas of pupils' progress, including overall, by group, the provisions in place to support the pupils and the impact of these provisions.
-

The Trust Board delegates some or all of its functions in respect of exclusions to governor review panels, called upon at such times as are needed. The constitution and remit of these panels are detailed in the Terms of Reference.

Scheme of Delegation

Delegation of Duties: Curriculum

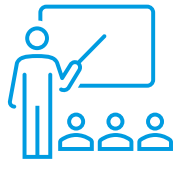
Curriculum		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal and school team
4.1	*Curriculum*						
4.1.1	Oversight of the curriculum as part of the overall strategy for school improvement			A	R		
4.1.2	Approve the Curriculum and Assessment Principles for the Trust			A	R		
4.1.3	Agree any major change in policy on the Trust's curriculum Principles		A	S	R	I	C
4.1.4	Agree any significant changes to the curriculum offer in the Trust's schools beyond the scope delegated to the Executive in the curriculum principles			A	R	I	C
4.1.4	Develop and propose for approval the curriculum principles and assessment principles that deliver the strategy				A/R		C
4.1.5	Provide curriculum principles and guidance for all schools in line with legal requirements and the funding agreement				A/R		I
4.1.6	Challenge and advise the school in the development and implementation of its curriculum policy and, where appropriate, qualifications policy				A/R	R	C
4.1.7	Challenge and advise the school in the development and implementation of its curricular and enrichment provision				A/R	R	C
4.1.8	Monitor the implementation and statutory compliance of the curriculum across the Trust		A	S	R		S
4.1.9	Agree the school's curriculum policy in line with Trust principles				S	A	R
4.1.10	Develop and implement the school's curriculum policy and assessment policy in line with Trust principles and policy schedule				S	S	A/R
4.1.11	Develop and implement the school's enrichment provision				S	I	A/R
4.1.12	Monitor and evaluate the impact of the school's curricular and enrichment provision			I	S	I	A/R
4.1.13	Provide pupils with independent careers guidance throughout their secondary education				S	I	A/R

Scheme of Delegation

Curriculum		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal and school team
4.1.14	Provide arrangements for pupils to access information on approved technical education qualifications and apprenticeships. Publish a policy statement on these arrangements on the school website				S	I	A/R
4.1.15	Understand and challenge the (secondary) school careers programme information and ensure compliance with statutory requirements			I	S	A/R	

Notes

- The Standards Committee is the Trust Committee relevant to items in this section. Further information on their remit is set out in the Terms of Reference.
- The LGB are responsible for knowing and understanding the school's own evaluation of the quality of its curricular and enrichment provision.
- The LGB are responsible for challenging the (secondary) school careers programme information, ensuring that the school comply with the minimum requirements including publication of the careers policy statement.



Scheme of Delegation

Delegation of Duties: Finance and Estates

Finance and Estates		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
5.1	*Budgets and monitoring*						
5.1.1	Review and approve the Trust and school budgets annually, including the 3-5 year plan for the finances of the Trust		* A	R	S		
5.1.2	Develop a rolling 5-year financial plan in accordance with the Trust's strategy			A	R		S
5.1.3	Approve annual accounts and returns including setting of reserve allocations		* A	S	R		
5.1.5	Prepare the consolidated annual budgets and forecasts for approval by the Board			A	R		S
5.1.6	Maintain robust financial oversight of the Trust's budget in accordance with the Academy Trust Handbook (see note)		S	R	* A / R		
5.1.7	Monitor projected free reserves to ensure the Trust remains within policy constraints.		S	R	* A / R		
5.1.8	Agree reporting and monitoring arrangements for Trust and school budgets		* A	R	S		C
5.1.9	Review of management accounts at regular intervals consistent with the Academy Trust Handbook		R	S	* A / R		S
5.1.10	Approve expenditure above the limit delegated to the CEO in the Trust Scheme of Financial Delegation		A	R	S		
5.2	*School finances*						
5.2.1	Set the financial parameters for the schools' budgets and 5-year forecasts			C	A/R		I
5.2.2	Monitor the schools' financial performance and challenge where there are variances to budget and the 5-year forecast			R	A / R	I	S
5.2.3	Provision of accounting, financial planning, treasury and financial systems services for schools				A/R		I
5.2.4	Provision of challenge and support to the Principal for the value for money the school delivers				S	A/R	
5.2.5	Act as a sounding board and moderator when reviewing pay recommendations proposed by the Principal				S	A/R	

Scheme of Delegation

Finance and Estates		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
5.2.6	Preparation of the pupil number forecasts for next budget and 5 year forecast for approval by the Trust Board			I	A	S	R
5.2.7	Control costs and ensure school annual budget commitments are met				A / S		R
5.2.8	Ensure financial probity in the use of credit cards allocated to SLT within the school				A / S		R
5.2.9	Responsible for compliance with all Trust financial policies and procedures, including requirements for reserve contributions			I	A / S		R
5.3	*Financial compliance*						
5.3.1	Legal responsibility for the Trust's assets and accounts and for statutory compliance of finance functions in line with the Academy Trust Handbook		R		* A		S
5.3.2	Formal submission of annual report, accounts and returns		* A	S	R		
5.3.3	Appointment of a Chief Financial Officer (Senior Director of Finance) - see note below regarding appointment process		* A	C	R		
5.3.4	Approve Trust's Scheme of Financial Delegation and any variations in authorisation levels for purchases, leases, hiring contracts or other matters within it		* A	S	R		
5.3.5	Appoint and remove external auditors, receive their auditor's report	* A		R	S		
5.3.6	Recommend appointment of external auditors to the Members		A	R	S		
5.3.7	Appoint and remove internal auditors		A	R	S		
5.3.8	Cooperate with and ensure an appropriate, reasonable and timely response to any findings given by auditors			* A	R		R
5.3.9	Conduct the central procurement of Trust contracts applied to more than a single school			I	A/R		C
5.3.10	Conduct school contracts and procurement of resources where a Trust wide contract is not appropriate or has not been negotiated			I	A / S		R
5.3.11	Ensure the Trust Insurances (RPA cover and school motor vehicle policies) are comprehensive and appropriate			C	* A/R		R
5.3.12	Approval of proposals for material amendment to the accounting policies.		A	S	R		
5.3.13	Approval of major change to the investment management policies or cash management policies (including approved list of counter-parties)		A	S	R		

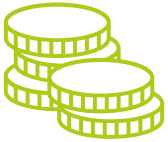
Scheme of Delegation

Finance and Estates		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
5.3.14	Approval of decision to enter into a contract with any Trustee, governor or senior manager or with any person or entity connected with any of them		A	S	R		
5.3.15	Approval of decision to receive payment in exchange for sponsorship / naming rights		A	S	R		
5.3.16	Approval of receipt of gifts above £25k other than from the Trust's two established sponsors		A	S	R		
5.3.17	Any decisions to apply to the DfE for borrowing by the Trust		* A	S	R		
5.4	*Estates and Health & Safety*						
5.4.1	Develop and monitor the strategic plan for major capital expenditure, considering all schools' 5 Year Plans			A	R		C / S
5.4.2	Develop capital expenditure priorities for submission in line with the school's 5-year strategic plan			A	R		C
5.4.3	Approval of the Estates Strategy for the Trust with particular attention to the asset management plans and the utilisation of the annual school condition grant		* A	R	R		S
5.4.4	Review of progress to the Estates Strategy development / action plan			A	R		S
5.4.5	Oversight, through the Finance Committee, of the condition and fitness for purpose of the Trust's estate			* A	R		S
5.4.6	Responsible for sales or purchases of Trust owned property assets or entering or ending long leases (Notification of and consent from the DfE may also be required)		A		R		
5.4.7	Responsible for school annual budget allocation to maintain the estate and fulfil the statutory health and safety compliance activities			A	S	I	R
5.4.8	Monitor the Trust's Health and Safety Performance		I	* A	R	I	R
5.4.9	Principal to notify the LGB Chair and central team of any Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reportable incidents		I	* A	S	I	R
5.4.10	Ensure school food standards are met for pupils		I	* A	R		R

Scheme of Delegation

Notes

- The Trust Committees relevant to items in this section are the Finance Committee and the Audit & Risk Committee. Further information on their remit is set out in the Terms of Reference.
- The Executive work closely with school Principals in the preparation of the consolidated annual budgets and forecasts
- In line with the Academy Trust Handbook (sections 2.1 and 2.2), the CEO as accounting officer has the accountability for maintaining robust financial oversight of the Trust's budget but the responsibility for ensuring that this is done sits with the Trustees.
- In line with the Academy Trust Handbook (section 1.3 - Accounting Officer), the CEO as accounting officer has the accountability for statutory compliance of the Trust's finance functions but the responsibility for ensuring that this is done sits with the Trustees.
- The Trust Board are accountable for the appointment of a CFO (Senior Director: Finance) by the Trust. The appointment is delegated to the CEO who is responsible for their appointment in discussion with the relevant committee chair.
- Through ensuring an appropriate, reasonable and timely response to any findings given by auditors, the Trustees will take the opportunity to strengthen the systems of financial management and control
- The Audit & Risk Committee monitor the Trust's Health and Safety performance. The Central Team are responsible for working with schools in implementing the Trust policy and in monitoring adherence to it. This is done through the Trust Procurement and Health & Safety Manager and through the Executive's monitoring of the schools. The Principals and schools are responsible for implementing the Trust Health and Safety policy at school level and the LGB are informed through Health and Safety Audit reports etc.
- Schools will inform the CEO and their LGB Chair of any RIDDOR reportable incidents. The CEO will collate an overview for the Audit & Risk Committee.



Scheme of Delegation

Delegation of Duties: People

People		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
6.1	*Executive and central recruitment, appointment, performance review and renumeration*						
6.1.1	Recruitment, appointment and dismissal of the Chief Executive / Accounting Officer (CEO)	I	* A/R	S	S		I
6.1.2	Responsible for the performance management of the CEO		* A	R	C		
6.1.3	Agree and approve the CEO's remuneration		* A/R	R			
6.1.4	Recruitment and appointment of school Principals- see note below regarding appointment process		* A	C	R	C	
6.1.5	Recruitment to central team positions (for Governance Professional and CFO see Governance and Finance sections)				A/R		
6.1.6	Line manage and conduct performance management of Principals (by CEO) and all central staff (may require consultation with Trustees for certain roles)		C		A/R	C	
6.1.7	Agree and approve the policy and remuneration of all Principals and Senior Directors.		* A	R	R		I
6.1.8	Implement Trust pay policies for executive and central staff			A	R		
6.1.9	Responsible for the accuracy of the central Single Central Record and statutory compliance with safer recruitment requirements.				* A/R		
6.2	*School recruitment, appointment, performance review and renumeration*						
6.2.1	Recruitment and appointment of school staff other than the Principal				S	S	A/R
6.2.2	Agree staff restructure plans in consultation with the CEO and relevant member of the Executive				C		A/R
6.2.3	Communicate senior staff appointments to the LGB					I	A/R
6.2.4	Implement Trust performance management policies for staff in school other than the Principal				A / S		R
6.2.5	Implement Trust pay policies for staff in school			A	R		R
6.2.6	Responsible for the accuracy of the school's Single Central Record and statutory compliance with safer recruitment requirements.				R		* A/R

Scheme of Delegation

People		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
6.2.7	Monitor the performance management of staff through reporting to the LGB					R	A
6.2.8	Contribute to pay review processes as members of the pay moderation panel					R	A
6.3	*Professional Learning*						
6.3.1	Ensure that staff development is given appropriate attention and resource by the Executive			A	R		S
6.3.2	Ensure that the organisation provides appropriate professional development opportunities for all staff			A	R		S
6.3.3	Implement appropriate school and Trust-wide professional development opportunities, in line with talent management objectives and school development plans			I	A/R		C
6.3.4	Provide support for professional development, training, induction, talent development and succession planning across the Trust				A/R		S
6.3.5	Maintain a structured approach to talent management and succession planning			I	A /R		R
6.3.6	Report on the effectiveness and impact of professional development to the LGBs and central team				I	I	A/R
6.3.7	Monitor effectiveness of professional development, talent management and succession planning, through their impact on the quality of education				A/R	R	R
6.4	*Compliance and monitoring*						
6.4.1	Approve the People Strategy			A	R		I
6.4.2	Develop and implement the People Strategy, including delivery (directly or via commissioned support) of professional development programmes where appropriate			I	A/R		S
6.4.3	Approval of overall policies for performance management and pay (with exception of CEO and Executive Pay, per 6.1.3. and 6.1.7 above)			* A	R		I
6.4.4	Develop overall policies for performance management and pay				A/R		C
6.4.5	Approve any material change to general terms of employment		* A	S	R		C
6.4.6	Ensure that approaches to pay and performance management are conducted in a manner that adheres to equality legislation requirements.				* A		R

Scheme of Delegation

People		Members	Trust Board	Trust Comm.	CEO & Central Team	LGBs	Principal & school team
6.4.7	Provide the Board and schools with professional HR support and advice			I	A/R		
6.4.8	Hear appeals as part of the grievance, capability or disciplinary process.				A	R	
6.4.9	Through monitoring performance of the organisation, challenge and support the executive to develop the capability of staff			A	R		S
6.4.10	Provide the Board and schools with relevant analysis regarding staff recruitment and retention, using data provided by the schools, including Trust and national benchmarks where available.			I	A/R		S
6.4.11	Report on key HR performance data at school level to the central team and LGB so they can support and challenge appropriately				S	S	A/R
6.4.12	Monitor statutory compliance with safer recruitment on behalf of the Board		* A / I		R		C

Notes

- The People Committee is the Trust Committee relevant to items in this section. Further information on their remit is set out in the Terms of Reference.
- The Trust Board are accountable for the appointment of Principals by the Trust and in approving their remuneration. The Trust Board will approve the pay range for the Principal role prior to the recruitment process going live. The CEO is responsible for their appointment, consulting with the Chair of the Trust Board, the People Committee and LGB Chair. The CEO has a responsibility to consult and take advice from the Chair of Trustees and People Committee prior to confirming the appointment. Were the appointment to exceed the previously approved pay range, the Trust Board approval would be required prior to confirming.
- For Executive appointments in the central team, these will be made by the CEO in discussion with the Chair of the most relevant committee
- The Trust is required to have the roles of Governance Professional (performed by Head of Governance) and CFO (performed by Senior Director: Finance), as central positions these appointments will be made by the CEO, in consultation with the Chair of Trustees / other relevant committee chair. The accountability for these appointments is covered in Section 1,.1.
- The responsibility for intervening where there are concerns with the Performance of a Principal sits with the CEO.
- Executive Principals may take responsibility for the performance management of some Principals
- The CEO recommends the Principal and Senior Director remuneration to the People Committee who then review and recommend approval to the full Trust Board
- If taking part in recruitment processes, governors and Trustees are responsible for knowing and understanding the training requirements for safer recruitment

Scheme of Delegation

- The Senior Director: School Improvement and Safeguarding Trustee monitor statutory compliance with safer recruitment on behalf of the Board. This is reported to the Trustees at least annually.
- The LGB will monitor the effectiveness of professional development, talent management and succession planning, through their impact on the quality of education, and support and challenge the school appropriately.
- Using key performance data provided by the school and Central team, the LGB will stay fully aware of the school's activity in terms of its staff, staffing structures and more general HR data, and can support and challenge appropriately.
- The Trust's pay policies apply across the whole Trust.

Appendix 1: Change log

Date of change	Summary of change
March 2017	First version approved by Trust Board
December 2018	Annual review.
October 2019	Reviewed following the process of disaggregation.
November 2019	Approved by the Strategy Committee.
June 2021	Major revision, with a new format for the document using a table of text rather than a table of ticks.
March 2022	Annual review.
March 2023	Annual review.
December 2023	Minor amendments.
March 2024	Annual review.
March 2025	Major revision with a new format for the document using a table to set out responsibilities, including a column for Members and Trust Committees. Amendments made to the Matters Reserved for Trustees list for clarity and removing those delegated to Trust Committees.
June 2026	Annual review. Amendments made to include delegation for new/updated statutory guidance: Estates Strategy; Exclusions and suspensions, specifically the additional oversight of pupil movements; oversight of restrictive interventions. Sections have also been updated to reflect practice already in place, but not explicitly captured before: Approval of executive pay by the full Trust Board; Trust Board oversight of Business Continuity Plans.
October 2026	3.2.9 added to align to new requirements from the DfE regarding the Inclusion Mainstream Fund. 3.2.10 added in line with the Academy Trust Governance Guide, with an Inclusion Link Trustee to be appointed.

Haberdashers' Academies Trust South

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