



Borden Grammar School

Single Academy Trust Board - Scheme of Delegation

Reviewed: June 2025

Introduction

An academy trust's board of trustees is accountable in law for all decisions about its academy. However, this does not mean that the full board is required to make all the decisions itself. Many decisions can be delegated to the senior executive leader (Head Teacher) in a single academy trust, trust board committees and individual trustees. It is vital that the decision to delegate a function is made by the full board of trustees and is recorded. This can either be in a Scheme of Delegation (SoD) or in terms of reference of the Trust Boards committees. Without such formal delegation, the individual or committee has no power to act.

Borden Grammar School Academy Trust has opted to record delegated powers in a SoD and this is published on the trust website.

The purpose of scheme of delegation

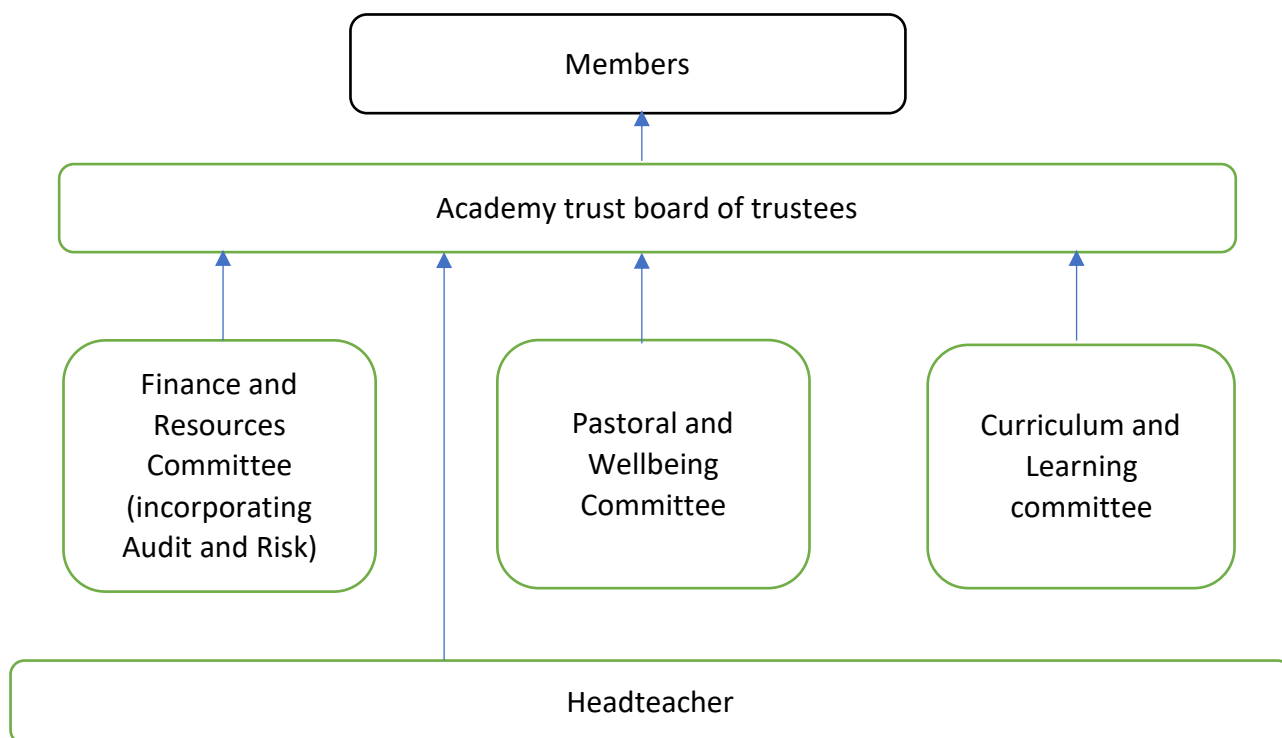
A scheme of delegation (SoD) is the key document defining which functions have been delegated and to whom. It is a simple yet systematic way of ensuring members, trustees, committees and individuals are clear about who has responsibility for making which decisions in the trust. This overarching SoD covering all decision making in the trust should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook.

Format, structure and clarity

Schemes of delegation vary from trust to trust depending on whether they are a single academy trust, a small Multi-academy trust (MAT), a medium MAT or large MAT covering a wider geographical area. Each scheme aims to clarify decision making and lines of accountability in a simple, succinct and clear format

- Ensuring the school leadership is clear about which decisions the school board remain in control of.
- Ensure that the role of the Head Teacher is fully understood
- Promote a culture of honesty and accountability
- Identify responsibility for the appointment and performance management of the Head teacher
- Identify responsibility for the oversight of the academy's budget
- Identify responsibility for assessment of the risk of the academy
- Identify responsibility for oversight of educational performance in the academy

Governance structure and lines of accountability



The academy trust board of trustees delegate responsibility for the day to day running of the academy to the headteacher. The trustee board will hold the headteacher to account for the performance of the academy. The headteacher in turn holds other members of the senior leadership team to account by line managing them. While the board cannot ever delegate its accountability, it can delegate some of the detailed scrutiny, oversight and decision making.

The headteacher will report to the board on the performance of the academy, although this will be supplemented by the monitoring of trust board committees and individual trustees with any delegated responsibilities.

The headteacher is performance managed by the trust board.

Roles and responsibilities

The role of the members

The members of the trust have a different status to trustees. Originally they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of association (a document which outlines the governance structure and how the trust will operate). The articles of association will also describe how members are recruited and replaced, and how many of the trustees the members can appoint to the trust board. The members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the trust board submits an annual report on the performance of the trust to the members. Members are also responsible for approving any amendments made to the trust's articles of association.

While members are permitted to be appointed as trustees, in order to retain a degree of separation of powers between the members and the trust board, and in line with DfE expectations, the majority of members should not also be trustees. The DfE has amended the model articles to state that members are not permitted to be employees of the academy trust.

The role of the trustees

The academy trust is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because trustees are bound by both charity and company law, the terms ‘trustees’ and ‘directors’ are often used interchangeably.

The trustees are responsible for the general control and management of the administration of the trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of the trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition it must carry out the three core governance functions:

1. **Strategic leadership of the academy trust:** the board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the trust’s culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier
2. **Accountability and assurance:** the board has robust effective oversight of the operations and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well-maintained
3. **Strategic engagement:** the board has strategic oversight of relationships with stakeholders. The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.

The board of trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

The role of trust board committees

The trustees may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the trust board. The membership (there must be at least three trustees) and responsibilities of board committees are set out in the committee’s terms of reference. It is usual for the trust board to appoint board committee chairs and committee members according to their skills.

The Academy Trust Handbook 2024 makes it clear that the board of trustees ‘should have a finance committee to which the board delegates financial scrutiny and oversight’. In trusts with income above a certain level, there must also be a separate audit committee.

The role of the senior executive leader (the academy headteacher in a single academy trust)

The headteacher has the delegated responsibility for the operation of the trust.

The headteacher is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The headteacher leads the senior leadership team (SLT) of the academy trust. The headteacher will delegate management functions to the SLT and is accountable to the trust board for the performance of the SLT.

Delegation Matrix Key

Level 1: Members

Level 2: Academy trust board of trustees

Level 3: Board Committee

Level 4: Individual trustee

Level 5: Headteacher (accounting officer)

Level 6: Chief financial officer

	Task	Members	Trust board	Committee	Individual Trustee	HT	CFO
1. Trust governance							
1.1	Appoint/remove members	✓					
1.2	Appoint/remove trustees	✓	✓				
1.3	Elect chair/vice chair of trustees annually		✓				
1.4	Appoint committee chairs annually and remove when necessary		✓				
1.5	Determine powers of chair of trustees in urgent situations		✓				
1.6	Establish and review trust governance structure		✓				
1.7	Agree named safeguarding trustee		✓				
1.8	Agree named trustee for special educational needs and disabilities (SEND)		✓				
1.9	Agree named careers trustee		✓				
1.10	Appoint trust governance professional		✓				
1.11	Articles of association: review		✓				
1.12	Articles of association: ratify changes	✓					
1.13	Agree scheme of delegation and complete annual review		✓				
1.14	Agree board and committee terms of reference and complete annual review		✓				
1.15	Agree role description for link governor/trustee areas		✓				
1.16	Agree trust board and committee meeting dates and agendas		✓			✓	
1.17	Commission external review of trust board effectiveness – recommended every three years		✓				
1.18	Complete annual trust board self-evaluation		✓				
1.19	Ensure governance arrangements are published on school website		✓				
1.20	Ensure trust and academy websites are compliant and effective					✓	
1.21	Maintain compliance on GIAS and Companies House					✓	

	Task	Members	Trust board	Committee	Individual Trustee	HT	CFO
1.22	Submit annual report on the performance of the trust to members		✓				
1.23	Maintain register of interests		✓				
1.24	Maintain a trustee/governor expenses policy		✓				
1.25	Approve statutory policies		✓				
1.26	Appoint/remove committee chairs and committee members		✓				
1.27	Set clear expectations on monitoring and visits to schools		✓				
1.28	Ensure board reporting channels are established		✓				
2. Vision and strategy							
2.1	Determine trust's vision, strategy, ethos/culture and key priorities		✓			✓	
2.2	Develop engagement channels with key stakeholders in line with trust vision and priorities					✓	
2.3	Agree trust growth strategy		✓			✓	
2.4	Determine non-statutory policies					✓	
3. Finance							
3.1	Appoint and performance manage chief financial officer (CFO)					✓	
3.2	Produce trust's financial manual to further expand on processes relating to delegated financial powers		Trust board to approve				✓
3.3	Produce annual report and accounts		Trust board to approve			✓	✓
3.4	Submit required financial reports and returns						✓
3.5	Agree budget plan to support delivery of trust strategic priorities		✓			✓	✓
3.6	Monitor trust budget		✓			✓	✓
3.7	Develop and submit three-year budget forecast		Trust board to approve			✓	✓
3.8	Carry out benchmarking and trust-wide value for money evaluation		Review			✓	✓

	Task	Members	Trust board	Committee	Individual Trustee	HT	CFO
3.9	Agree reporting and monitoring arrangements for trust budget		✓			✓	✓
3.10	Prepare management accounts every month setting out the trusts financial performance and position		To be shared with chair of trustees every month and circulated at every full trust board meeting				✓
3.11	Approve expenditure/contracts above a specified threshold		✓				
4. Operations							
4.1	Appoint and remove external auditors	✓					
4.2	Receive external auditor's report	✓					
4.3	Ensure ATH requirements relating to the review of the external auditor's plans, findings and effectiveness are adhered to			✓			
4.4	Action recommendations arising from internal audits					✓	✓
4.5	Agree and deliver a programme of internal scrutiny ensuring the effective use of external third-parties to support the trust			✓			✓
4.6	Agree risk management policy		Trust board to approve			✓	
4.7	Oversee the risk register and undertake a full review at least annually		✓				
4.8	Undertake termly review of risk register			✓			
4.9	Manage and report on risk mitigation strategies					✓	
4.10	Maintain trust contingency and business continuity plans					✓	
4.11	Monitor implementation of, and compliance with, health and safety policy and procedures			✓	✓	✓	

	Task	Members	Trust board	Committee	Individual Trustee	HT	CFO
4.12	Agree premises management documents, including estate vision, estate strategy and asset management plan					✓	
4.13	Monitor academy estates to ensure they are safe and well-maintained				✓		
4.14	Ensure that there is suitable expert support on health and safety					✓	
4.15	Secure suitable insurance (commercial and/or the risk protection arrangement (RPA)) for the trust					✓	
4.16	Develop a cyber security framework					✓	
4.17	Agree on proportionate controls that address the risks of fraud, irregularity and theft through relevant policies and processes					✓	
4.18	Ensure there is adequate company secretarial support		✓				
4.19	Appoint a data protection officer (DPO)					✓	
4.20	Complete and maintain Single Central Record (SCR)					✓	
4.21	Receive routine reports on the status of the SCR				✓		
5. Workforce							
5.1	Appointment / dismissal of Headteacher		✓				
5.2	Performance management and determining pay progression of Headteacher			✓			
5.3	Staff appraisal procedure and pay progression: monitor and agree			✓		✓	
5.4	Undertake panel hearings for staffing hearings such as disciplinary, grievance and capability matters for Headteacher			✓			
5.5	Undertake panel hearings for staffing hearings such as disciplinary, grievance and capability matters for other staff members					✓	
5.6	Determine staffing structure					✓	

	Task	Members	Trust board	Committee	Individual Trustee	HT	CFO
5.7	Ensure appointment of DSLs and deputy DSLs					✓	
5.8	Ensure appointment of SENCOs					✓	
5.9	Ensure there is effective school improvement capacity within the trust					✓	
5.10	Monitor compliance with safer recruitment requirements		✓			✓	
5.11	Monitor staff wellbeing and workload			✓		✓	
5.12	Monitor staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD		✓			✓	
6. Curriculum							
6.1	Approve trust-wide curriculum					✓	
6.2	Agree equality information and objectives (public sector equality duty) statement and monitor delivery		✓			✓	
6.3	Ensure provision of religious education					✓	
6.4	Ensure delivery of collective worship					✓	
6.5	Ensure compliance with SMSC requirements including the promotion of British values		✓			✓	
6.6	Deliver provision of statutory careers education					✓	
6.7	Monitor the inclusiveness of the curriculum			✓			
7. Pupils and learning support							
7.1	Ensure high standards of teaching and learning					✓	
7.2	Set targets for pupil outcomes across trust and monitor in-year data termly					✓	
7.3	Agree school improvement strategies					✓	
7.4	Determine use and monitor impact of pupil premium			✓	✓	✓	
7.5	Set the dates of school terms and holidays		✓			✓	
7.6	Set the times of school sessions		✓			✓	

	Task	Members	Trust board	Committee	Individual Trustee	HT	CFO
7.7	Monitor attendance and persistent absence of pupils			✓	✓	✓	
7.8	Ensure effective and compliant trust-wide SEND provision		✓			✓	
7.9	Regularly monitor compliance with SEN code of practice					✓	
7.10	Monitor effectiveness of SEND provision at an academy level, ensuring compliance with relevant policies and statutory requirements			✓	✓	✓	
7.11	Monitor progress and attainment for all vulnerable children			✓		✓	
7.12	Monitor support for looked after and previously looked after children			✓		✓	
7.13	Monitor pupil behaviour data across different pupil groups			✓	✓	✓	
7.14	Ensure careers provider access across trust					✓	
7.15	Review headteacher decision to suspend/exclude pupils			✓			
7.16	Monitor rates of suspension and exclusion across the trust			✓		✓	
7.17	Ensure school food standards are met for pupils					✓	
7.18	Ensure free school meal provision is adequately implemented					✓	
7.19	Deliver inclusive extra-curricular activities					✓	
7.20	Monitor children's wellbeing and how this is actively supported			✓	✓	✓	
7.21	Monitor provision and outcomes for EAL pupils			✓		✓	
7.22	Monitor safeguarding arrangements, ensuring compliance with relevant policies and statutory requirements.			✓	✓	✓	
8. Parents and community							
8.1	Implement admissions appeal process			✓		✓	
8.2	Review complaints at panel stage			✓			
8.3	Monitor all complaints raised (including through external agencies e.g LA, ESFA and Ofsted)		✓			✓	
8.4	Engage with key stakeholders		✓		✓		

