Scheme of Delegation:

2026/27 Academic Year

Version 01.1: October 2026

This Scheme of Delegation will be updated:

- Annually and in response to changes in relevant legislation and statutory guidance
- Following consideration at the first strategy session of trustees held in the relevant academic year

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In Partnership to
Educate, Nurture and Empower

ABBEY MULTI ACADEMY TRUST

Our Mission, Vision, and Values

Mission

To work in partnership to educate, nurture and empower.

Vision

Abbey Multi Academy Trust (Abbey Trust) is committed to providing high-quality education within a welcoming, disciplined, and purposeful environment. Through a wide range of academic, cultural, and spiritual opportunities, pupils and colleagues are nurtured and empowered to flourish and live *"life in all its fullness"* (John 10:10).

Values

Abbey Trust's governance is shaped by the Trust's core values, which guide leadership, decision-making, and accountability across all levels of the organisation:

In partnership

- Community: *We recognise the importance of building positive relationships within and beyond our school communities. We encourage our pupils and staff to serve others.*

To educate

- Wisdom: *We foster a love of learning and create opportunities for developing wisdom, knowledge and skills through a rich and diverse curriculum.*
- Perseverance: *We create a safe environment which enables our pupils and staff to persevere in order to reach their full potential.*

Nurture

- Respect: *We respect the inherent worth of every individual and value their uniqueness.*
- Dignity: *In recognising that we are all equally loved and cherished in the eyes of God, we treat everyone with dignity and as having equal value and worth.*

And empower

- Service: *Our communities nurture pupils and staff who serve others and in doing so, make a difference in school and wider society.*
- Hope: *We have high hopes for all of our pupils and staff and encourage them to be the best version of themselves.*

Purpose of this Scheme of Delegation

As a Multi Academy Trust, Abbey Trust operates under a single legal and charitable framework. The Trust Board is accountable in law for all decisions affecting the Trust and its academies. This *Scheme of Delegation* (SoD) defines how authority and accountability are distributed within that framework.

The Scheme ensures that Members, Trustees, Committees, Local Governing Boards (LGBs), the Central Teams, and Academy Leaders understand their respective roles, responsibilities, and reporting relationships. It clarifies who makes decisions, who advises, and who monitors and holds others to account.

While the Board retains overall responsibility for performance, compliance, and governance, it delegates specific duties to enable effective and timely decision-making. No committee or individual may act without formal delegation.

This document should be read alongside the Trust's *Financial Scheme of Delegation* (FSoD) and *Financial Regulations*, which set out detailed delegations for financial transactions in accordance with the Department for Education's *Academy Trust Handbook (ATH)*.

Governance Structure and Accountability

The Role of the Trust Board

The Trust Board is the accountable governing body of Abbey Multi Academy Trust. It holds ultimate responsibility for the strategic direction, educational outcomes, financial integrity, and legal compliance of the Trust and its academies. Acting collectively, Trustees ensure that the Trust fulfils its charitable purpose, promotes its vision and values, and delivers high-quality education for every pupil across all schools within the Trust.

The Board operates within the Trust's Articles of Association and in line with the Department for Education's *Academy Trust Governance Guide*. Its key functions are to:

1. Provide Strategic Leadership: Define and promote the Trust's vision, ethos, and long-term strategy, ensuring that all academies work together to deliver educational excellence and equality of opportunity.

2. Ensure Accountability and Assurance: Hold executive leaders to account for the performance of pupils, staff, and schools. Maintain oversight of financial management, compliance, and the effective use of public funds.

3. Oversee Safeguarding, Risk, and Compliance: Ensure that pupils are safe and well cared for, that safeguarding policies are implemented effectively, and that the Trust complies with all statutory and regulatory requirements. Maintain robust systems for managing risk across finance, operations, and education.

4. Foster Culture and Stakeholder Engagement: Uphold a culture of integrity, transparency, and inclusion. Engage meaningfully with pupils, parents, staff, communities, diocesan partners (where applicable), and regulators to build trust and accountability.

5. Delegate and Oversee Governance Functions: Delegate authority appropriately to Committees, Local Governing Boards, and individuals while retaining ultimate accountability. Review and amend delegated powers as necessary to ensure effective governance at every level.

The Role of the Chief Executive Officer

The Board appoints the Chief Executive Officer as the principal executive leader responsible for delivering the Trust's vision and strategic plan. The CEO oversees educational and financial performance, statutory compliance, and operational management across all academies. They are accountable to the Board for the overall conduct, performance, and improvement of the Trust.

Committees of the Trust Board

To support effective governance and ensure rigorous oversight, the Board has established standing committees, each operating under approved *Terms of Reference*.

The current committees are:

- Audit & Risk Committee: monitors internal controls, risk management, and compliance.
- Finance & Resources Committee: oversees financial planning, resourcing, and estates.
- People Committee: manages staffing, pay, and workforce policy.
- Standards Committee: scrutinises academic outcomes, curriculum quality, and pupil welfare.

Each committee reports to the Trust Board at every full meeting, offering assurance and recommendations within its area of delegated authority.

Local Governing Boards

At academy level, the Trust Board delegates certain responsibilities to Local Governing Boards (LGBs), which act as committees of the Board.

LGBs are responsible for:

- Monitoring the quality of education and pupil outcomes within their academy.
- Ensuring compliance with safeguarding, statutory, and Trust policy requirements.
- Supporting and challenging the academy leader and leadership team.
- Promoting stakeholder engagement with parents, staff, and local communities.

Each LGB operates within its approved *Terms of Reference*, aligned to this Scheme.

Collaborative Governance

Abbey Trust promotes transparent and collaborative governance. Chairs and Vice Chairs of LGBs meet half-termly with the Chair of Trustees and the CEO through the **Chairs' Group**, ensuring consistent communication between local and Trust-level governance. Committee Chairs also report formally to the Trust Board, maintaining oversight and alignment across all layers of governance.

Lines of Accountability

This Scheme defines clear tiers of responsibility and accountability:

Level	Primary Role	Accountability
Members	Guardians of the Trust's constitution and charitable purpose	To the DfE and Charity Commission
Trust Board	Strategic leadership, compliance, and overall performance	To the Members and regulators
Committees	Detailed oversight in delegated areas	To the Trust Board
Chief Executive Officer	Strategic and operational leadership of the Trust	To the Trust Board
Local Governing Boards	Monitoring academy performance and stakeholder engagement	To the Trust Board
Academy Leaders	Day-to-day management of academies	To the CEO and LGBs (as appropriate)

Each tier is expected to act in partnership, ensuring that decisions are transparent, evidence-based, and consistent with the Trust's mission and values.

Trustees' Powers and Responsibilities

The Trustees hold overall responsibility and final authority for all work of the Trust, including the establishment and operation of academies. Their duties are exercised through strategic planning, policy setting, budgetary control, and monitoring standards and outcomes.

The Trustees must:

- Act within the Trust's charitable objects and comply with all relevant legislation and regulatory requirements.
- Follow lawful directions from the DfE.
- Have regard to the advice of the Diocesan Board of Education (DBE), particularly in respect of the Trust's Church of England academies.

The Trustees act in the interests of all academies collectively and may delegate responsibilities to committees, Central Team, or individuals, while retaining ultimate accountability.

As of this Scheme's effective date, the Trust has four principal committees (Audit & Risk, Finance & Resources, People, and Standards) and Local Governing Boards (LGBs) established for each academy. In some cases, a single LGB may serve more than one academy.

Each committee and LGB operates under specific *Terms of Reference* and within the parameters defined by this Scheme. Delegations are reviewed annually and may be withdrawn if necessary, particularly where a committee or LGB fails to meet its responsibilities.

The Trust Board reserves the right to:

- Overrule decisions made by a delegated body;
- Withdraw or amend delegated powers; and
- Suspend or replace an LGB if required.

Appointment to Committees and Local Governing Boards

All appointments to Committees and Local Governing Boards (LGBs) are approved by the Trust Board in line with Trust policy and the Articles of Association. Details of each appointment, including membership, quorum, and procedural arrangements, are set out in the relevant *Terms of Reference*. Membership is reviewed annually to ensure that every governance body maintains the appropriate skills, experience, and diversity needed for effective oversight and decision-making.

Delegated Powers and Principles of Delegation

The *Scheme of Delegation Summary of Responsibilities and Checklist* outlines specific decision-making responsibilities across the Trust. It defines who decides, who recommends, who advises, and who is consulted.

Delegation operates under the following principles:

- All authority derives from the Trust Board.
- The Board remains accountable for all decisions taken under delegation.
- Delegations are reviewed annually and may be withdrawn or amended at any time.
- Committees and LGBs must act strictly within their delegated authority and *Terms of Reference*.

This ensures that decisions are made efficiently, transparently, and at the most appropriate level.

Operational Matters

Committees and LGBs must comply with this Scheme, their Terms of Reference, and all Trust policies. They must:

- Act with integrity, honesty, and transparency in the best interests of pupils and the Trust.
- Review governance practices regularly.
- Provide data and reports as requested by the Board or Executive Team.
- Implement all policies adopted by the Trust.

Church academies must also meet diocesan requirements and participate in inspections under Section 48 of the Education Act 2005.

The Trustees may withdraw or review any delegated authority if intervention by the Secretary of State or other regulator is triggered.

Working Together as a Trust

Abbey Trust expects all levels of governance to work collaboratively to support the Trust's mission to *educate, nurture, and empower*. This involves:

- Contributing to the development of policies and strategy;
- Sharing best practice and providing peer support across academies;
- Participating in training, mentoring, and evaluation activities; and
- Supporting recruitment and succession planning within governance.

Intervention and Governance Advisory Boards (GABs)

The Trust Board may stand down an LGB and appoint a Governors' Advisory Board (GAB) where stronger or more direct governance is required to secure improvement or compliance.

Circumstances for Intervention

A GAB may be established where:

- Governance within the LGB is weak or ineffective.
- A governance review or Ofsted inspection identifies significant concerns.
- The academy's performance declines or it enters a category of concern.
- Safeguarding or compliance failings are identified.
- Urgent Trust-level oversight is deemed necessary.

Composition and Role

A GAB is a small, skills-based group appointed by the Trustees. Members are chosen for their expertise and capacity to secure rapid improvement. The Chair will be a Trustee or an individual approved by the Board.

Once appointed, the GAB assumes all responsibilities of the former LGB with immediate effect. A bespoke Scheme of Delegation may be established to reflect the specific needs of the academy.

The GAB is responsible for:

- Monitoring standards and quality of provision;
- Overseeing improvement plans and ensuring progress;
- Ensuring statutory compliance and safeguarding;
- Providing rigorous challenge and support to senior leaders; and
- Reporting regularly to the Trust Board on outcomes and progress.

Duration and Transition

A GAB remains in place until the Board determines that effective governance has been restored. When an academy demonstrates sustained improvement, the Board will reconstitute a full LGB.

For schools joining Abbey MAT, the CEO will decide whether an LGB or GAB will be established at the point of transfer, based on Ofsted outcomes, due diligence, and the Trust's risk assessment.

Principles of Intervention

Intervention is intended as a supportive, not punitive, measure. Abbey MAT adopts a proportionate, case-specific approach aimed at restoring strong local governance and improving educational outcomes as rapidly as possible.

The Trust's Central Team works in partnership with any GAB to implement clear priorities, support leadership, and secure lasting improvement.

Annual Review and Termination

This Scheme of Delegation takes effect from the date approved by the Trust Board.

The Board will review it **at least annually**, considering any feedback from Committees or LGBs, and may amend or terminate it at its discretion.

The most recent approved version will always be published on the Trust's website to ensure transparency and accessibility.

Scheme of Delegation: Responsibilities

This section summarises how governance responsibilities are distributed across Abbey Multi Academy Trust. It defines who is **accountable, responsible, consulted, or informed** for each area of Trust activity.

All delegations comply with the *Academy Trust Handbook (2026)* and the *DfE Academy Trust Governance Guide (updated 2026)*.

Members' Reserved Powers

Members are the guardians of the Trust's constitution and ethos. They are **accountable** for maintaining the Trust's charitable purpose and legal framework. Members:

- **Appoint and remove Trustees** (and, where necessary, other Members) consistent with the Articles of Association.
- **Approve amendments to the Articles**, subject to DfE consent.
- **Appoint or remove the external auditor**.
- **Receive the annual report and audited accounts**
- **Direct Trustees** to act, where permitted by the Articles, particularly if governance is deemed inadequate.

Members are **informed** about key strategic, financial, and compliance matters through formal reports and the published accounts.

Trust Board

The Trust Board is the **accountable governing body** for the performance, compliance, and financial integrity of the Trust, even where operational tasks are delegated.

Core Functions

The Board discharges three core functions in line with DfE guidance:

1. **Vision, ethos & strategy** — defining the Trust's mission, approving long-term strategy, and ensuring alignment with its charitable objects.
2. **Accountability & standards** — holding the CEO and leadership to account for educational outcomes, staff performance, stakeholder welfare, equality, safeguarding, and compliance.
3. **Financial oversight & value for money** — ensuring public funds are used effectively, approving budgets, overseeing internal controls, and risk management.

The Board is **accountable** for:

- Setting and reviewing the vision, ethos, and strategic direction of the Trust.
- Defining the Trust's governance architecture and approving all *Terms of Reference*
- Approving the Trust's key policies (statutory, strategic, financial, safeguarding, equalities, behaviour) and reviewing them regularly.
- Receiving reports from Committees and Executives; interrogating assurance evidence and challenging performance or compliance gaps.
- Overseeing risk management, approving the risk appetite and receiving the risk register, major risk reports, and mitigation strategies.
- Approving the annual report and financial statements, including the going concern assessment, and ensuring timely publication and submission.
- Authorising novel, contentious, or repercussive transactions per Handbook requirements (i.e. costs that could raise scrutiny across the sector).
- Ensuring internal scrutiny by delegating to the Audit & Risk Committee, including oversight of internal audit, whistleblowing, fraud prevention, and compliance with DfE's "musts".
- Providing oversight of executive pay decisions, ensuring decisions are evidence-based, documented, and transparent, especially where remuneration exceeds regulatory thresholds.
- Ratifying urgent decisions made by the Chair or committee under delegated powers, with retrospective reporting to the full Board.

The Chair of Trustees (or in their absence the Vice-Chair) may take urgent decisions between meetings where delay would be detrimental to pupils or the Trust, provided that any such action is reported to and ratified by the Board at the next meeting.

The Board is **consulted** on operational and executive reports from committees, the CEOs and their team, and **informed** by LGB reports, internal/external audits, and regulatory reviews.

Board Committees (Assurance & Oversight)

Committees are **responsible** for detailed oversight and assurance in delegated areas, and are **accountable** to the Board. Each committee reports formally to every full Board meeting and escalates issues beyond its scope.

Audit & Risk Committee

Responsible for oversight of controls, assurance, and risk. Key duties include:

- Commissioning, reviewing, and tracking internal audit and assurance work.

- Reviewing external audit plans and findings, and recommending accounts approval to the Board.
- Monitoring the Trust's risk register, escalation protocols, fraud/whistleblowing, data protection, and cyber risks.
- Reviewing assurance reports on H&S, safeguarding compliance, GDPR, and serious incident handling.
- Ensuring compliance with the Handbook's "musts" around financial control, internal scrutiny, and procurement.

Finance & Resources Committee

Responsible for financial performance and resource management. Key duties include:

- Scrutinising draft budgets, forecasts, and management accounts before submission to the Board.
- Overseeing day-to-day financial health, cash flow, reserves, and sustainability metrics.
- Supervising capital or major projects (e.g., estates, IT), including approving business cases and ensuring alignment with procurement rules and sustainability aims.
- Monitoring contract renewals, lease commitments, risk exposure, and estate maintenance.
- Advising on the reserves policy, borrowing decisions, and investment proposals.

Standards Committee

Responsible for academic quality, inclusion, and school improvement. Key duties include:

- Reviewing and challenging pupil performance (progress, attainment) trend data across all cohorts and academies.
- Monitoring attendance, behaviour, exclusions, and welfare indicators, including root causes and interventions.
- Tracking the effectiveness of Pupil Premium, SEND, and disadvantaged pupil strategies.
- Reviewing curriculum intent, implementation, and impact.
- Overseeing post-inspection plans and intervention strategies.
- Receiving reports from Academy Leaders, LGBs, and the Central Team about performance challenges.

People Committee

Responsible for staffing, performance, and governance of pay frameworks. Key duties include:

- Overseeing the Trust's pay and performance policies, structure, and benchmarking.

- Monitoring workforce trends, staff wellbeing, retention, and equality/diversity metrics.
- Appointing and appraising the CEO, senior executive staff, and influencing Academy Leader appointments.
- Conducting appeals or oversight of disciplinary, grievance or capability cases per policy.

Committees are **consulted** by the executive and **inform** the Board through robust written and verbal assurance.

Chief Executive Officer and Executive Team

The CEO is the Accounting Officer for the Trust and is **accountable** for those functions. The CEO is **responsible** for executing Board strategy, leading operational delivery, and providing assurance. They:

- Implement the Board's strategic plan and educational priorities across all academies.
- Lead and manage academy leaders, central teams, and resources.
- Prepares reports and recommendations for the Board and Committees.
- Oversee compliance with statutory and regulatory frameworks (e.g. safeguarding, GDPR, H&S, equalities).
- Partner with the CFO and functional leads to ensure sound financial and operational control.

Chief Financial Officer (CFO)

The CFO is **responsible** for all financial operations, ensuring compliance with the *Academy Trust Handbook*, maintaining sound systems of control, and reporting material risks or variances. The CFO:

- Manages the Trust's finances in compliance with the Handbook, including budget, accounting, procurement, and internal control systems.
- Produces timely management accounts, forecasts, and variance analyses.
- Monitors compliance with procurement rules, related-party transactions, and novel/ contentious transactions.
- Escalates material financial risks or irregularities to the CEO, Audit & Risk Committee, and Board.

Functional Leads (e.g. DSL, DPO, HR, Assessment & Data)

Other functional leads (e.g. Trust DSL, DPO, Health and Safety Lead) are **responsible** for functional assurance in their domains and **consulted** by committees for specialist advice. They:

- Are responsible for providing domain-specific assurance: safeguarding, data protection, health & safety, estates condition, cyber security, sustainability compliance.
- Produce scheduled reports to Audit & Risk, Board or Committees on risks, compliance, incidents.
- Support academy leaders and LGBs with policy implementation, training, and compliance of local practice.

Local Governing Boards (LGBs)

LGBs act as oversight bodies at academy level, operating under delegation from the Trust Board. They are **responsible** for monitoring academy-level performance, compliance, and stakeholder engagement. They are **accountable** to the Board for the effectiveness of local governance.

Key roles:

- Monitoring academy performance: curriculum implementation, pupil outcomes (by cohort/subgroup), progress, attendance, behaviour, exclusions, welfare.
- Holding the academy leader and senior leadership team to account for delivery of the academy development plan, including outcomes and improvement, and Trust policies.
- Ensuring statutory compliance (safeguarding, health & safety, admissions, SEND, data protection) within the academy.
- Evaluating the implementation of Trust-wide strategy in the local context.
- Monitoring the safeguarding Single Central Record (SCR), staff training compliance, and incident logs.
- Engaging parents, staff, and community stakeholders.
- Acting as panels for admissions, exclusions, and complaints in line with Trust policy.
- Reviewing local risks and flagging issues to the Executive or Board as needed.

LGBs are **consulted** when Trust-wide policy affects their academy and **informed** of strategic decisions, Board actions, and performance outcomes.

Academy Leaders and Senior Leadership Teams

Academy Leaders and their senior teams are **responsible** for the day-to-day operation of their academies and **accountable** to the CEOs (and through them to the Board) for educational standards, financial probity, staff management, culture, policy, and ensuring that operational goals are achieved. Key responsibilities:

- Leading teaching and learning, curriculum implementation, improvement, and pupil progress.

- Managing staff performance, professional development, conduct, and wellbeing.
- Executing Trust policies and statutory duties within the academy context.
- Controlling delegated budgets, ensuring financial probity and value for money.
- Overseeing safeguarding, behaviour management, inclusion, welfare, and compliance in the academy.
- Preparing data, narrative, and reports for LGB, CEO, and Trust Committees.
- Liaising with stakeholders and implementing improvement interventions.

Senior teams support these functions and are **consulted** by the Academy Leader to provide specialist input in curriculum, assessment, pastoral care, and operations.

Summary of Responsibilities by Category

Curriculum, Standards, and Performance

Trust Board (A)
The Board is accountable for the quality of education across the Trust. It defines expectations for teaching, assessment, and pupil outcomes. The Board ensures compliance with statutory curriculum requirements and monitors performance through aggregated Trust-wide data, Ofsted outcomes, and external benchmarking.

Committees (R)
The Standards Committee scrutinises attainment, progress, attendance, and quality of education. It reviews self-evaluation outcomes, Trust-wide assessment data, and reports from external reviews or Ofsted inspections. It advises the Board on priorities for school improvement and approves annual education targets consistent with the Trust's strategic plan.

CEO and Central Teams (R)
The CEO is responsible for ensuring that high-quality teaching and learning are delivered across all academies and that improvement strategies are implemented. The CEO (together with the Directors of Education) monitors academy performance, coordinates peer review and moderation, and provides professional challenge to Academy Leaders. The CEO reports regularly to the Standards Committee and Board on performance trends.

LGBs (C/I)
LGBs monitor educational standards locally, review performance against targets, and provide challenge and support to Academy Leaders. They receive Trust data and contribute local insight to Trust-wide performance reviews.

Academy Leaders (R)
Academy Leaders are responsible for curriculum delivery, assessment, and pupil outcomes within their academy. They implement the Trust's curriculum framework, analyse performance data, and report to their LGB and CEO and Director of Education on progress and interventions.

Functional Leads (R)
The CEO, Director of Education and Strategic Lead for Assessment and Data maintain central performance systems and ensure consistency of assessment and reporting.

Monitoring and Reporting
Performance reports flow termly from academies to LGBs, the CEO and Executive Team, and to the Standards Committee and Board. Evaluation draws on Trust data dashboards, external reviews, and pupil-level progress analysis.

Curriculum Development and Self-Evaluation

Trust Board (A)
The Board ensures that the Trust has a coherent strategy for curriculum development aligned with its vision and statutory duties. It approves education strategies and frameworks, setting expectations for curriculum breadth, cultural capital, and progression.

Committees (R)
The Standards Committee oversees curriculum innovation, reviews thematic priorities (e.g. oracy), and ensures that self-evaluation processes are robust. It receives assurance reports on the effectiveness of improvement planning and the implementation of Trust-wide initiatives.

CEOs and Central Teams (R)
The CEO, together with the relevant Director of Education, leads the Trust's school-improvement cycle, ensuring academies undertake annual self-evaluation against Trust standards. They coordinate improvement planning, professional development, and external moderation to drive consistency.

LGBs (C/I)
Each LGB reviews its academy's self-evaluation summary and improvement plan, ensuring that local priorities align with Trust objectives. They monitor progress against key milestones and report exceptions to the CEO and relevant Director of Education.

Academy Leaders (R)
Academy Leaders develop and implement the academy improvement plan, informed by Trust priorities and self-evaluation findings. They ensure staff contribute to reflective practice and professional growth.

Functional Leads (R)
School Improvement Leads and Subject Leads support academies with curriculum design, moderation, and evidence-based development.

Monitoring and Reporting
Self-evaluation outcomes and improvement plans are reviewed by LGBs and centrally by the Executive Team. The Standards Committee receives assurance on improvement planning and impact.

Pupil Premium, SEND, and Inclusion

Trust Board (A)
The Board is accountable for inclusive practice and equitable outcomes and ensures compliance with the SEND Code of Practice and Equality Act 2010.

Committees (R)
The Standards Committee reviews performance of vulnerable groups, including SEND, Pupil Premium, EAL and Looked-After Children. It monitors resource allocation and evaluates reports from the CEO on Trust-wide provision.

CEO and Executive Team (R)
The CEO, together with the Director of Inclusion, are responsible for ensuring effective inclusion and SEND arrangements across the Trust. The CEO and SENDCo network coordinate professional development, provision mapping, and compliance with statutory assessment and reporting.

LGBs (C/I)
LGBs monitor the impact of Pupil Premium and SEND funding locally, reviewing reports from Academy Leaders and Designated Leads. They ensure equality objectives are reviewed annually and report outcomes to the Board.

Academy Leaders (R)
Academy Leaders are responsible for inclusive practice within their academy, ensuring effective deployment of Pupil Premium and SEND resources, accurate SEND registers, and compliance with the SEND Code of Practice. They report on outcomes to LGBs and the CEO and Director of Inclusion.

Functional Leads (R)
The CEO, Director of Inclusion, Trust SENDCo network, and Safeguarding Leads provide guidance, audit compliance, and share best practice.

Monitoring and Reporting
Inclusion and SEND data are reported to LGBs and centrally to the Standards Committee. Annual Pupil Premium impact statements are published and reviewed against Trust procedures and DfE requirements.

Safeguarding, Health and Safety, Data Protection, and Cybersecurity

Trust Board (A)
The Trust Board retains overall accountability for safeguarding, health and safety (H&S), data protection, and cybersecurity across all academies. It approves Trust-level *Safeguarding and Child Protection Policies*, *Health and Safety Policy*, *Data Protection Policy*, and Cybersecurity procedures annually, ensuring alignment with legislation, *Keeping Children Safe in Education (2026)*, and the *Academy Trust Handbook 2025*. The Board reviews assurance from the Audit & Risk Committee, receives annual compliance reports, and confirms that all statutory duties are met.

Committees (R)
The *Audit & Risk Committee* provides oversight and assurance on H&S, data protection, and cybersecurity. It reviews termly compliance reports, monitors incidents and near misses, and ensures that significant risks are escalated. The Committee receives assurance statements from the CEO, Health and Safety Lead, Data Protection Officer (DPO), and Cybersecurity Lead.

CEO and Central Teams (R)
The CEO ensures consistent implementation of Trust policy, responds to critical incidents, and reports to the Board on compliance and risk. The Executive Team coordinates audits, training, and support, ensuring every academy meets statutory safeguarding and H&S requirements. The CEO liaises with external agencies where serious incidents occur and ensures referrals are made to the LADO, ICO, or other regulators as required.

LGBs (C/I)
Each LGB receives reports from the Academy Leader and DSL on safeguarding and welfare, H&S checks, and staff training compliance. LGBs undertake monitoring of the Single Central Record (SCR) and ensure local culture promotes safety and wellbeing.

Academy Leaders (R)
Academy Leaders are responsible for operational delivery of safeguarding and H&S policies in their academies. They ensure staff training, risk assessments, and reporting procedures are current and compliant. They work with the DSL and Site Manager to manage risks and respond promptly to concerns.

Functional Leads (R)

- Designated Safeguarding Leads (DSLs): deliver safeguarding practice, maintain records, and report concerns.
- Health and Safety Lead: conducts audits, investigates incidents, and provides staff training.
- Data Protection Officer (DPO): ensures GDPR compliance, investigates breaches, and reports to the Audit & Risk Committee.
- Cybersecurity Lead: implements technical controls, monitors incidents, and advises on risk reduction.

Monitoring and Reporting
Safeguarding, H&S, and data protection reports are submitted to the Trust Board, LGBs, and the Audit & Risk Committee as appropriate. Serious incidents are reported immediately to the CEO and escalated to the Board where required. Annual audits, SCR checks, and external safeguarding reviews provide assurance.

Admissions, Behaviour, Complaints, and Exclusions

Trust Board (A)
The Board is accountable for compliance with national regulations governing admissions,

behaviour, exclusions, and complaints. It approves the *Admissions Policy* for each academy and the Trust's *Complaints Policy*, ensuring alignment with the *School Admissions Code*, *School Admissions Appeals Code*, and DfE *Exclusion Guidance 2026*. It approves the overarching *Behaviour and Exclusions Framework* which defines principles and minimum expectations across all academies.

Committees (R)
The *Standards Committee* oversees pupil behaviour, attendance, and wellbeing, reviewing Trust-wide data and policy compliance. It monitors trends in exclusions and attendance, ensures appropriate interventions are in place, and escalates serious or systemic issues to the Board.

CEO and Central Teams (R)
The CEO, together with the relevant Director of Education, ensure consistent implementation of behaviour, exclusions, admissions, and complaints procedures. The Central Team provides professional advice to academies, coordinates appeals where necessary, and ensures compliance with statutory timelines. The CEO oversees investigations of escalated complaints.

LGBs (C/I)
LGBs oversee local application of behaviour and exclusions policies, monitoring fairness, consistency, and equality. They convene exclusion or complaint panels under delegated authority. LGBs are consulted on equality and inclusion matters and provide feedback to the Board.

Academy Leaders (R)
Academy Leaders apply Behaviour and Exclusions policies in their academies and may develop local policies reflecting school culture, consistent with the Trust framework. They decide on individual exclusions and manage complaints in line with the *Trust Complaints Policy* before escalation.

Functional Leads (R)
The CEO, Director of Inclusion, and Trust Safeguarding Lead support consistency of practice and ensure that equality and inclusion are embedded within procedures.

Monitoring and Reporting
Behaviour, attendance, and complaints data are reviewed by LGBs and reported to the Standards Committee. Serious exclusions and escalated complaints are reported to the Board.

People, Pay, and Performance

Trust Board (A)
The Board is accountable for people strategy, pay, and performance across the Trust. It approves pay and performance policies, remuneration frameworks, and workforce strategy on the recommendation of the People Committee. It ensures compliance with statutory requirements, equality legislation, and disclosure obligations.

Committees (R)
The People Committee oversees pay, performance management, workforce planning, wellbeing,

and succession. It reviews workforce data (turnover, absence, diversity, and development), considers appeals, and ensures that pay decisions are evidence-based and externally benchmarked.

CEO and Central Team (R)
The CEO implements the Trust's people strategy, appraises the Executive Team and Academy Leaders, and makes recommendations on senior pay and appointments to the Board. The HR lead ensures HR policies, procedures, and compliance with employment law across the Trust.

LGBs (C/I)
LGBs receive assurance on local staffing, wellbeing, and training. They may be consulted on staffing structures and are informed of senior appointments within their academies.

Academy Leaders (R)
Academy Leaders are responsible for staff performance, professional development, and wellbeing in their academy, implementing the Trust's policies on pay and performance and contributing to succession planning.

Functional Leads (R)
The Trust's HR lead delivers recruitment, employee relations, training, and compliance services across the Trust.

Monitoring and Reporting
Workforce metrics and pay decisions are reported to the People Committee. The Board receives assurance through the committee and external benchmarking of pay.

Finance, Procurement, and Risk

Trust Board (A)
The Board is accountable for the financial integrity, regularity, and risk management of the Trust in accordance with the *Academy Trust Handbook 2026*. It approves the annual Trust-wide budget, financial statements, and reserves and investment policies. The Board determines the Trust's financial strategy, risk appetite, and major financial delegations. It ensures that novel, contentious, or repercussive transactions are referred to the Department for Education for approval and that financial decisions represent value for money.

Committees (R)
The *Finance & Resources Committee* and *Audit & Risk Committee* provide assurance and scrutiny.

- The *Finance & Resources Committee* reviews financial performance, forecasts, procurement, and major capital investments. It monitors compliance with the *Trust Financial Procedures Manual* and recommends approval of the annual budget and financial policies to the Board.
- The *Audit & Risk Committee* oversees internal scrutiny, risk registers, external audit findings, and financial controls. It ensures timely action on audit recommendations and monitors the adequacy of insurance cover and fraud-prevention arrangements.

CEO and Central Team (R)
The CEO is responsible for implementing the Trust's financial and risk management framework. The Chief Financial Officer (CFO) ensures robust financial systems, accurate reporting, and compliance with the *Academy Trust Handbook 2026* and *Trust Financial Regulations/Financial Scheme of Delegation*. The Executive Team manages financial planning, procurement, reserves, and related-party transactions within approved thresholds.

LGBs (C/I)
LGBs monitor academy-level budgets and expenditure, reviewing reports on variances and value for money. They provide local assurance on financial stewardship and compliance with procurement policy.

Academy Leaders (R)
Academy Leaders manage academy budgets within approved allocations, ensuring spending aligns with the *Trust Financial Regulations/Financial Scheme of Delegation*. They maintain internal controls, approve requisitions, and report variances to the CFO and LGB.

Functional Leads (R)
The CFO, Finance Managers and Procurement Lead maintain financial systems, support academies with budget management, and ensure compliance with DfE reporting.

Monitoring and Reporting
Monthly management accounts are reviewed by the CEO, CFO, and Finance & Resources Committee, and LGBs. reports on financial performance, reserves, and risk are submitted to the Board. Audit outcomes and risk reviews are reported annually.

Estates and Asset Management

Trust Board (A)
The Board is accountable for the stewardship, safety, and sustainability of Trust estate assets. The Board ensures that capital projects and leases comply with DfE guidance and delegated limits.

Committees (R)
The *Finance & Resources Committee* oversees estate strategy, capital expenditure, and premises compliance. It reviews condition surveys, prioritises maintenance projects, and receives assurance on statutory testing and site safety.

CEO and Executive Team (R)
The CEO is responsible for strategic estate management, ensuring that premises are safe, well-maintained, and aligned with educational need. The Estates lead coordinates capital works, maintenance contracts, and statutory compliance across all sites.

LGBs (C/I)
LGBs monitor the safety and condition of premises, reviewing local compliance reports, and ensuring that facilities support effective learning. They conduct termly site walks and review outcomes of inspections.

Academy Leaders (R)
Academy Leaders are responsible for day-to-day site safety, security, and maintenance. They ensure compliance with the *Health and Safety Policy*, complete risk assessments, and report issues promptly to the Estates lead.

Functional Leads (R)
The Estates lead and Site Managers oversee statutory testing (fire, asbestos, legionella, electrical), maintain records, and coordinate external contractors. They ensure premises risks are captured on local and Trust risk registers.

Monitoring and Reporting
Site compliance and condition reports are reviewed termly by LGBs and reported to the CEO and Finance & Resources Committee. Estate audits provide assurance to the Board on statutory compliance.

Insurance

Trust Board (A)
The Board is accountable for ensuring that the Trust maintains adequate insurance or Risk Protection Arrangement (RPA) coverage to safeguard its assets, people, and operations. It approves insurance decisions and receives assurance from the Audit & Risk Committee on adequacy of cover and claims management.

Committees (R)
The Audit & Risk Committee monitors insurance arrangements, ensuring compliance with DfE requirements. It reviews claims trends, ensures appropriate notification to insurers, and verifies that indemnity levels remain appropriate.

CEO and Central Teams (R)
The CEO oversees insurance arrangements, ensuring that all assets, staff, and activities are adequately protected. The Central Team manages the RPA or insurance policies, liaises with brokers, and ensures timely claims reporting.

LGBs (C/I)
LGBs are informed of local incidents or claims and ensure that staff understand reporting procedures.

Academy Leaders (R)
Academy Leaders ensure incidents are reported promptly in line with Trust procedure and cooperate with the central team during investigations.

Functional Leads (R)
The CEO and Central Team manage insurance renewals, claims handling, and ensure risk documentation is maintained.

Monitoring and Reporting
Insurance coverage and claims reports are presented to the Audit & Risk Committee and summarised to the Board. Serious incidents are escalated immediately.

Governance Quality and Effectiveness

Trust Board (A)
The Board is accountable for the overall quality and effectiveness of governance across the Trust. It approves the Trust's governance policies and *Scheme of Delegation*, determines the *Terms of Reference* for all committees and LGBs, and ensures governance structures remain fit for purpose. The Board commissions self-evaluation and external reviews where appropriate, and oversees succession planning, training, and skills audits. The Board is responsible for reviewing committee membership, recommends appointments, and monitors attendance, diversity, and performance. It ensures compliance with statutory publication and information requirements.

CEO and Central Team (R)
The CEO, together with the Head of Governance and Compliance, ensures that governance structures are effectively supported, that clerking and governance services meet statutory standards, and that recommendations from governance reviews are implemented.

LGBs (C/I)
LGBs participate in skills audits and self-evaluation, reviewing their effectiveness and alignment with Trust priorities. They provide feedback to inform governance development.

Academy Leaders (R)
Academy Leaders support the effectiveness of their LGBs by providing timely, accurate information and facilitating monitoring visits.

Functional Leads (R)
The Governance Professional (Clerk) maintains registers of interests, records, decision logs, and ensures procedural compliance and timely publication of information on the Trust website.

Monitoring and Reporting
The Board receives governance reports covering membership, attendance, training, and review outcomes. The *Scheme of Delegation* and *Terms of Reference* are reviewed annually or sooner if national guidance changes.

Intervention and Governance Advisory Boards (GABs)

Trust Board (A)
The Board is accountable for intervention where an academy or LGB is underperforming or at governance risk. It may suspend or stand down an LGB and appoint a temporary Governance Advisory Board (GAB), approving revised delegations tailored to the academy's needs.

Committees (R)
The Standards Committee and Audit & Risk Committee monitor performance and governance indicators to identify early signs of concern. They receive progress reports from GABs and recommend continuation or reconstitution to the Board.

CEO and Central Teams (R)
The CEO recommends intervention actions to the Board, including appointment of members to a

GAB, and ensures targeted support and monitoring. The Central Teams coordinate improvement planning and reports termly on progress.

LGBs (C/I)
Where intervention occurs, the existing LGB is consulted and informed of the Board's decision. Once governance confidence is restored, the Board may reconstitute the LGB under normal arrangements.

Academy Leaders (R)
Academy Leaders work directly with the GAB and Central Teams to implement improvement actions and provide evidence of progress.

Functional Leads (R)
The CEO and other functional leads as appropriate contribute to the intervention plan, providing professional support and monitoring outcomes.

Monitoring and Reporting
GABs report to the CEO and Board. All interventions are time-limited and reviewed regularly to ensure governance quality and sustainability.

Stakeholder Engagement and Community

Trust Board (A)
The Board is accountable for ensuring meaningful engagement with pupils, parents, staff, and the wider community. It monitors evidence of consultation and feedback and ensures that stakeholder voice informs strategic planning and equality objectives.

Committees (R)
The People Committee and Standards Committee monitor staff and pupil engagement respectively. They review survey outcomes, wellbeing indicators, and communication plans, and ensure actions are followed up.

CEO and Central Teams (R)
The CEO promotes consistent communication across the Trust and ensures that stakeholder feedback informs improvement planning. The Central Team coordinates Trust-wide surveys and community initiatives.

LGBs (C/I)
LGBs engage directly with local stakeholders through parent forums, community events, and communication channels. They gather feedback on academy performance and ethos, reporting themes to the CEO and Board.

Academy Leaders (R)
Academy Leaders lead communication with parents, pupils, and staff, maintaining transparent and inclusive dialogue. They implement engagement actions arising from surveys and consultations.

Functional Leads (R)
The Marketing and Communications lead supports public relations, website compliance, and messaging across academies.

Monitoring and Reporting
Stakeholder feedback reports are provided to relevant committees, LGBs and the Board, summarising engagement outcomes and resulting actions.

Church School Distinctiveness (for CE Academies)

Trust Board (A)
The Board is accountable for preserving the Christian ethos of its Church of England academies in partnership with the Diocese. It ensures compliance with Trust and diocesan agreements. The Board monitors outcomes of *Section 48 (SIAMS)* inspections and integrates findings into Trust planning.

Committees (R)
The *Standards Committee* oversees Christian distinctiveness and religious education outcomes, reviewing diocesan feedback and ensuring alignment with Trust vision and values.

CEO and Central Teams (R)
The CEO ensures Church schools maintain strong Christian ethos and leadership, liaising with diocesan advisers and coordinating preparation for SIAMS inspections.

LGBs (C/I)
LGBs of Church schools monitor the spiritual, moral, social, and cultural life of the academy and ensure Christian distinctiveness is reflected in governance and curriculum.

Academy Leaders (R)
Academy Leaders in Church schools promote Christian values through worship, curriculum, and community engagement. They prepare for SIAMS inspection and liaise with diocesan officers.

Functional Leads (R)
Academy RE and Ethos Leads support staff training, worship planning, and evaluation of ethos activities.

Monitoring and Reporting
Church school reports and SIAMS outcomes are submitted to the Standards Committee and shared with the Diocese. Progress is reviewed annually.

ABBEY MULTI ACADEMY TRUST SCHEME OF DELEGATION CHECKLIST 2025/2026

Key: R – responsible (executes or leads the action) **A** – accountable (retains final decision-making authority) **C** – Consulted (provides advice or input before decision) **I –** Informed (receives updates or reports on the decision)

No	Item	R	A	C	I	Additional Notes
	Key Reserved Powers (Members and Trustees)					
001	Approve amendments to Trust Articles of Association	Board of Trustees	Members	–	–	Members hold constitutional authority; Trustees execute process.
002	Approve appointment or removal of Trust Members	Board of Trustees	Members	–	–	Members approve; Trustees inform.
003	Approve change to Trust name	Board of Trustees	Members	–	–	Requires Member approval under Articles.
004	Approve appointment or removal of Trustees in accordance with the Articles of Association	Members	Members	–	Board informed	Reserved to Members.
005	Approve dissolving the Trust or amending its legal structure	Board of Trustees	Members	–	–	Legal / constitutional function.
006	Approve the appointment of the external auditor	Board of Trustees	Members	Audit & Risk Committee, CFO	–	Members formally appoint at AGM.
007	Ensure Members receive the Trust's audited annual accounts annually	Board of Trustees	Members	–	–	Trustees deliver report; Members receive.
008	Ensure Members receive an Annual Report from the Board and CEO on the Trust's performance	Board of Trustees	Members	CEO	–	Trustees accountable for reporting; CEO supports.
009	Approve a proposal to establish any subsidiary company or joint venture	Board of Trustees	Members	Committees, CEO	–	Requires Members' approval per Articles.
	Governance Frameworks					
010	Approve appointment and removal of the Trust's Company Secretary	CEO	Board of Trustees	–	–	Executive responsibility; Board accountable.
011	Approve appointment and removal of the	CEO	Board of Trustees	–	–	Executive oversight; Board approval.

	Clerk to the Board and the academies					
012	Approve appointment and removal of Co-opted Trustees	Board of Trustees	Members	Diocese (DBE)	–	DBE consulted for Church schools.
013	Elect and remove Chair and Vice Chair of Trustees	Trustees	Trustees	–	–	Internal Board process under Articles.
014	Approve appointment and removal of LGB chairs and vice chairs	Board of Trustees	Trustees	CEO, LGB	–	CEO consulted; Board accountable.
015	Approve appointment of Trust governors to an LGB	Board of Trustees	Trustees	CEO, LGB	–	In line with LGB ToR.
016	Approve appointment of Co-opted governors to LGB	LGB	Board of Trustees	CEO	–	Local appointment subject to Board approval.
017	Approve appointment of Staff governors to LGB	LGB	Board of Trustees	CEO	–	Local process within Trust framework.
018	Elect Parent Governors to LGB	LGB	Board of Trustees	CEO	–	Board may appoint if no election candidates.
019	Approve removal or suspension of governors	Chair of Board	Board of Trustees	CEO	LGB	Chair may suspend under policy.
020	Approve the Trust's Scheme of Delegation	Board of Trustees	Trustees	Committees, CEO	LGB	Board owns and reviews annually.
021	Establish committees, working groups and set terms of reference	Board of Trustees	Trustees	Committees, CEO	LGB	Strategic governance function.
022	Establish, amend and dissolve LGBs and set terms of reference	Board of Trustees	Trustees	CEO, LGB	–	Accountability held by Board.
023	Approve withdrawal of all or some delegated powers of an LGB	Board Committees (Standards / Audit & Risk)	Trustees	CEO, LGB	–	Based on performance / risk review.
024	Approve replacement of an LGB with new (e.g. GAB)	Board Committees	Trustees	CEO, LGB	–	Triggered by intervention or governance concern.

025	Approve governance procedures (not otherwise set out in law)	Governance & Compliance Lead	Trustees	CEO, LGB	–	Oversight by Trust Head of Governance & Compliance.
026	Approve recruitment processes ensuring trustees and governors have skills to run academies	Governance & Compliance Lead	Trustees	CEO, LGB	Members	Board sets governance recruitment standards; execs implement.
027	Complete annual skills audit and recruit to fill gaps: Trustees	Trustees	Board of Trustees	Governance & Compliance Lead	Members	Internal responsibility for Board composition.
028	Complete annual skills audit and recruit to fill gaps: Governors	LGB	Board of Trustees	CEO	–	LGBs self-assess with central oversight.
029	Identify development needs of trustees & governors and ensure appropriate training	Governance & Compliance Lead	Trustees	CEO, LGB	–	Central coordination with local compliance monitoring.
030	Ensure the Trust manages conflicts of interest / related-party transactions / register of interests	CFO / Governance & Compliance Lead	Trustees	Audit & Risk Committee	Members	CFO maintains registers; Board oversight.
031	Meet at least three times each academic year	Board / LGB	Trustees	–	Members	Statutory governance requirement.
032	Ensure an AGM is held within 15 months of last meeting	Governance & Compliance Lead	Members	Trustees	–	Legal requirement per Articles.
033	Approve procedures ensuring effective governance arrangements	Board of Trustees	Trustees	CEO	LGB	Annual governance review.
034	Approve Trust vision & values fostering individuality of each academy	Trustees	Trustees	CEO, LGB	–	Core strategic function.
035	Approve the Trust Strategic Plan (KPIs and objectives)	CEO	Trustees	Committees	LGB	Executive drafts plan; Board approval.
036	Approve vision & parameters for	CEO	Trustees	Committees	LGB	CEO proposes; Board authorises.

	Trust growth strategy					
037	Ensure due diligence on schools considering joining the Trust	CEO	Trustees	CFO, Directors	LGB	Exec-led operational due diligence.
038	Approve new schools joining the Trust	Trustees	Members	CEO	LGB	Members ratify; Trustees approve.
039	Approve entering into or withdrawing from formal partnerships	Trustees	Trustees	CEO	LGB	Strategic oversight.
040	Approve Trust Policy Delegation Matrix annually	Governance & Compliance Lead	Trustees	CEO	LGB	Framework for policy approvals.
041	Approve Trust-wide policies	Committees	Trustees	CEO, LGB	Academies	Committees prepare; Board signs off.
042	Approve academy-level policies	Academy Leaders	LGB	CEO	Trustees	Local implementation within Trust framework.
043	Approve scope of core central services delivered by the Trust	CEO	Trustees	CFO, LGB	–	Defined in annual SLA.
044	Approve any additional services to be procured on behalf of academies	CFO / CEO	Trustees	Finance & Resources Committee	LGB	Procurement aligned to FSoD.
045	Approve contribution rate of academies to the Trust	CFO	Trustees	Finance & Resources Committee	LGB	Reviewed annually; Board approves.
046	Ensure centrally procured services offer value for money (VfM)	CFO	Trustees	Finance & Resources Committee	LGB	CFO evidences VfM to Board.
047	Approve appointment of Accounting Officer (senior executive leader)	Trustees	Trustees	People Committee	Members	Required by ATH; Board approval.
048	Ensure Trust appoints Chief Financial Officer (CFO)	Trustees	Trustees	Audit & Risk Committee	Members	Appointment per ATH requirements.
049	Approve Financial Regulations and Delegated Authority limits (FSoD)	CFO / Finance Committee	Trustees	CEO	LGB	Board approves annually.

050	Appoint Audit & Risk Committee to advise on controls and risks	Trustees	Trustees	–	Members	Mandatory under ATH.
051	Appoint the external auditor (as line 006)	Audit & Risk Committee	Members	CFO, CEO	Trustees	Committee recommends; Members formally appoint.
052	Authorise the Trust to set remuneration of the external auditor	Trustees	Members	CFO, Audit & Risk Committee	–	Confirmed annually at AGM.
	Curriculum, Standards, and Performance					
053	Approve and monitor Trust Curriculum and Standards Framework	Standards Committee	Trustees	CEO, Academy Leaders	LGB	Committee provides oversight and assurance.
054	Scrutinise pupil attainment, progress and outcomes across Trust	Standards Committee	Trustees	CEO	LGB	Committee reviews Trust-wide data and reports.
055	Ensure statutory curriculum compliance (RE, PSHE etc.)	Academy Leaders	Trustees	CEO	LGB	Academy Leaders responsible for delivery and compliance.
056	Review Trust-wide performance data and set improvement priorities	CEO	Trustees	Standards Committee	LGB	Executive analysis informs Board priorities.
057	Set and review education and attainment targets for each academy	CEO / Standards Committee	Trustees	LGB	Academy Leaders	Targets aligned to Trust strategy.
058	Implement curriculum and assessment arrangements per Trust framework	Academy Leaders	CEO	Standards Committee	LGB	Local delivery within Trust curriculum.
059	Coordinate Trust-wide moderation, benchmarking and external review	CEO	Trustees	Standards Committee, Academy Leaders	LGB	Ensures consistency and comparability.
060	Oversee Ofsted inspection preparation and post-inspection actions	Academy Leaders	CEO	Standards Committee	Trustees, LGB	Executives monitor; LGB supports implementation.
061	Provide performance assurance via Trust	CEO	Trustees	Standards Committee	LGB	CEO reports to Standards

	dashboards and reports					Committee and Board.
062	Review and report on pupil welfare, attendance and engagement trends	CEO	Trustees	Standards Committee	LGB	Regular data review by Standards Committee.
	Curriculum Development and Self Evaluation					
063	Approve the Trust Education and Improvement Strategies	Standards Committee	Trustees	CEO	LGB	Strategic plan for education quality.
064	Review curriculum innovation and Trust thematic priorities	Standards Committee	Trustees	CEO	LGB	Monitors innovation across academies.
065	Lead Trust self-evaluation and school improvement cycle	CEO	Trustees	Standards Committee	LGB	Executive-led with Board oversight.
066	Ensure academies complete annual SEF and improvement plans	Academy Leaders	CEO	Standards Committee	LGB	Local implementation within Trust process.
067	Coordinate external validation and peer review processes	CEO	Trustees	Standards Committee, Academy Leaders	LGB	Provides independent assurance.
068	Align academy improvement planning to Trust strategic objectives	CEO	Trustees	Standards Committee, LGB	Academy Leaders	Ensures consistency and alignment.
069	Monitor implementation of improvement plans and report progress	Academy Leaders	CEO	LGB	Trustees	Regular progress review and feedback.
070	Provide professional development linked to curriculum priorities	CEO	Trustees	People Committee, Academy Leaders	LGB	CPD aligned with Trust education priorities.
071	Review and evaluate impact of Trust improvement initiatives	Standards Committee	Trustees	CEO	LGB	Committee monitors impact and progress.
072	Maintain Trust-wide self-evaluation and improvement records	CEO	Trustees	Standards Committee	LGB	Central repository maintained by Executive.
	Pupil Premium, SEND and Inclusion					
073	Approve the Trust Inclusion and SEND frameworks	Standards Committee	Trustees	CEO	LGB	Policy approved centrally by Board.

074	Ensure statutory compliance with SEND Code and Equality Act	CEO	Trustees	SEND Leads, LGB	Academy Leaders	CEOs accountable for compliance across Trust.
075	Oversee use and impact of Pupil Premium and additional funding	CEO / Standards Committee	Trustees	Academy Leaders	LGB	Monitoring and evaluation reviewed by Board.
076	Monitor performance and outcomes for vulnerable groups	Standards Committee	Trustees	CEO, LGB	Academy Leaders	Reviewed termly through data dashboards and committee reports.
077	Implement inclusive teaching and support arrangements	Academy Leaders	CEO	LGB	Trustees	Operational responsibility for SEND and inclusion.
078	Maintain accurate SEND registers and reporting	Academy Leaders	CEO	Trust SENDCo Network	LGB	Accuracy monitored through Trust audits.
079	Publish annual Pupil Premium and SEND impact statements	Academy Leaders	CEO	LGB	Trustees	Published annually and reviewed by Standards Committee.
080	Conduct Trust-wide audits of inclusion and accessibility	CEO	Trustees	Standards Committee	LGB	Coordinated centrally by Trust teams.
081	Provide professional development and support for SENDCos	CEO	Trustees	Standards Committee	LGB	Managed centrally through Trust.
082	Report equality objectives and inclusion outcomes annually to the Board	CEO	Trustees	Standards Committee	LGB	Annual equality and inclusion report to Board.
	Safeguarding, Health and Safety, Data Protection, and Cybersecurity					
083	Approve the Trusts Safeguarding & Child Protection Policies	Audit & Risk Committee	Trustees	CEO	LGB	Board approval; monitored via A&R Committee.
084	Approve the Trust Health & Safety Policy	Audit & Risk Committee	Trustees	CEO, Estates Lead	LGB	Annual review under A&R oversight.
085	Approve the Trust Data Protection & Information Governance Policy	Audit & Risk Committee	Trustees	DPO, CEO	LGB	Policy reviewed annually by A&R.
086	Approve the Trust Cybersecurity Policy	Audit & Risk Committee	Trustees	IT & DPO Leads	LGB	Part of risk assurance and internal scrutiny.

087	Monitor compliance with safeguarding and H&S duties	CEO	Trustees	DSL, H&S Lead	LGB	Ongoing compliance monitored by executives.
088	Receive assurance reports on safeguarding, data protection and cybersecurity	Audit & Risk Committee	Trustees	CEO, DPO	LGB	A&R Committee provides assurance to the Board.
089	Implement safeguarding, H&S and data protection policies in academies	Academy Leaders	CEO	DSL, Site Managers	LGB	Local delivery under Trust framework.
090	Investigate and report safeguarding incidents and near misses	CEO / DSL	Trustees	Audit & Risk Committee	LGB	Serious incidents escalated to Board.
091	Coordinate Trust-wide training and compliance audits	CEO	Trustees	DPO, DSL, H&S Lead	LGB	Ensures statutory training and compliance.
092	Report serious incidents to external regulators (LADO, ICO etc.)	CEO	Trustees	DSL, DPO	LGB	CEO responsible for external referrals.
093	Conduct SCR checks, safeguarding monitoring and site safety reviews	LGB / DSL	CEO	Academy Leaders	Trustees	LGBs ensure statutory checks and local compliance.
094	Maintain central safeguarding and data protection risk registers	DPO / Co-CEO/Director of Operations	Trustees	Audit & Risk Committee	LGB	Assurance reports provided termly.
095	Ensure GDPR and cybersecurity awareness training for staff	Co-CEO/Director of Operations / DPO	Trustees	Academy Leaders	LGB	Annual compliance requirement for all staff.
096	Escalate critical compliance risks to the Board	Co-CEO/Director of Operations	Trustees	Audit & Risk Committee	LGB	Risk escalation protocol in place.
	Admissions, Behaviour, Complaints, and Exclusions					
097	Approve the Trust Admissions Policy	Standards Committee	Trustees	CEO	LGB	Annual approval under statutory code.
098	Approve the Trust Complaints Policy	Standards Committee	Trustees	CEO	LGB	Central policy approved by Board.
099	Approve the Behaviour and Exclusions Framework for the Trust	Standards Committee	Trustees	CEO	LGB	Defines minimum expectations across Trust.

100	Implement local behaviour and exclusions policies consistent with Trust framework	Academy Leaders	CEO	LGB	Trustees	Local responsibility within Trust policy.
101	Monitor attendance, behaviour and exclusions trends	CEO	Trustees	Standards Committee	LGB	Monitored termly through Trust dashboards and LGB reports.
102	Manage individual exclusions and local panels	Academy Leaders	LGB	CEO	Trustees	Local statutory process under Trust oversight.
103	Convene LGB panels for exclusions or complaints where delegated	LGB	Trustees	CEO	Academy Leaders	LGBs act within delegated authority.
104	Ensure equality and inclusion compliance in admissions, behaviour and exclusions	CEO	Trustees	Standards Committee	LGB	Oversight of Equality Act compliance.
105	Manage academy-level complaints in line with Trust policy	Academy Leaders	CEO	LGB	Trustees	Stage 1–2 complaints managed locally.
106	Escalate unresolved complaints and appeals to Trust level	CEO	Trustees	Complaints Panel	LGB	Escalation beyond local LGB authority.
107	Review complaints and appeals outcomes for policy assurance	Standards Committee	Trustees	CEO	LGB	Lessons learned reviewed by Board.
108	Approve the Pay and Performance Policy and workforce strategy	People Committee	Trustees	CEO	LGB	Framework reviewed annually.
	People, Pay, and Performance					
109	Approve senior pay and remuneration frameworks	People Committee	Trustees	CEO	Members	Aligns with ATH and ESFA guidance.
110	Approve structural changes or senior leadership appointments	Trustees	Trustees	CEO	LGB	Includes executive and principal-level changes.
111	Oversee workforce metrics (turnover, absence, diversity, wellbeing)	CEO	Trustees	People Committee	LGB	Reported through Board HR dashboard.

112	Implement pay and performance management systems across Trust	CEO	Trustees	People Committee	LGB	Ensures consistency across academies.
113	Conduct appraisal and professional development of staff	Academy Leaders	CEO	LGB	Trustees	Local responsibility under Trust policy.
114	Appraise Academy Leaders and Executive Team members	CEO	Trustees	People Committee	LGB	Trustees hold CEO accountable.
115	Ensure fairness, consistency and external benchmarking in pay decisions	People Committee	Trustees	CEO	LGB	Ensures parity and compliance.
116	Coordinate staff wellbeing, retention and succession planning	CEO	Trustees	People Committee	LGB	Executive function reported annually.
117	Provide HR advice, compliance and training across the Trust	CEO / HR Lead	Trustees	People Committee	LGB	Central HR service supports academies.
118	Hear and determine appeals on pay and performance matters	People Committee	Trustees	CEO	LGB	Final stage of internal appeal process.
119	Report workforce assurance annually to the Board	CEO	Trustees	People Committee	Members	Annual statement required by ATH.
	Finance, Procurement, and Risk					
120	Approve Trust-wide budget and financial statements	Finance & Resources Committee	Trustees	CFO, CEO	Members	Trustees approve; Members receive at AGM.
121	Approve Reserves, Investment and Procurement Policies	Finance & Resources Committee	Trustees	CFO	CEO	Reviewed annually for compliance.
122	Determine financial strategy, risk appetite and delegations	Trustees	Trustees	CFO, Audit & Risk Committee	Members	Sets overall strategic direction.
123	Review monthly management accounts and forecasts	CFO	Trustees	Finance & Resources Committee	CEO, LGB	Ongoing financial scrutiny and reporting.
124	Oversee internal and external audit processes	Audit & Risk Committee	Trustees	CFO	Members	Committee ensures adequacy of controls.

125	Review internal control and risk management systems	Audit & Risk Committee	Trustees	CFO, CEO	Members	Risk-management assurance provided to Board.
126	Approve capital expenditure and asset disposals in line with delegated limits	CFO / Finance & Resources Committee	Trustees	CEO	LGB	Transactions follow Financial Scheme of Delegation (FSoD).
127	Approve the Trust Financial Procedures Manual	CFO / Finance & Resources Committee	Trustees	CEO	Members	Reviewed annually under financial governance.
128	Review and approve submission of financial returns to DfE	CFO	Trustees	Audit & Risk Committee	Members	CFO ensures accuracy and timely submission.
129	Manage procurement processes in line with Trust policy	CFO / CEO	Trustees	Finance & Resources Committee	LGB	Procurement managed centrally; local compliance.
130	Ensure compliance with financial regularity and propriety	CFO / CEO	Trustees	Audit & Risk Committee	Members	Financial assurance confirmed by internal audit.
131	Manage academy budgets within approved allocations	Academy Leaders	CEO	CFO, LGB	Trustees	Local accountability under Trust oversight.
132	Maintain Trust-wide risk register and report to Board termly	CEO	Trustees	CFO, Audit & Risk Committee	Members	Risk reviewed each term at Board and committee.
133	Escalate novel, contentious, or repercussive transactions to DfE	CEO	Trustees	CFO	Members	Required under ATH and FSoD.
134	Ensure compliance with related-party transaction rules	CFO	Trustees	Audit & Risk Committee	Members	Disclosure monitored by CFO.
135	Monitor and report financial performance by academy	CFO	Trustees	CEO	LGB	Reported monthly to Board and LGBs.
136	Ensure fraud prevention, whistleblowing and anti-bribery policies are effective	Audit & Risk Committee	Trustees	CFO, CEO	Members	Annual review and assurance to Board.
137	Review effectiveness of internal audit and control systems	Audit & Risk Committee	Trustees	CFO	Members	Annual audit report reviewed by A&R Committee.

138	Report annual financial assurance to the Board	CFO	Trustees	Audit & Risk Committee	Members	CFO provides year-end assurance report.
	Estates and Asset Management					
139	Approve the Trust Estates and Asset Management Policy	Estates Lead / CEO	Trustees	Audit & Risk Committee	LGB	Estates management aligned with DfE guidance.
140	Approve the capital investment and maintenance strategy	Estates Lead / Finance & Resources Committee	Trustees	CEO	LGB	Prioritises strategic capital projects.
141	Oversee delivery of the Trust capital programme	Estates Lead / CEO	Trustees	Finance & Resources Committee	LGB	Executive responsibility; Board oversight.
142	Ensure compliance with estate management for schools best practice	Estates Lead	Trustees	Audit & Risk Committee	LGB	Compliance monitored by A&R Committee.
143	Coordinate statutory testing, maintenance and compliance inspections	Estates Lead / Academy Leaders	CEO	LGB	Trustees	Local delivery; central compliance monitoring.
144	Manage major capital works, leases and disposals within limits	Estates Lead / CFO	Trustees	Finance & Resources Committee	LGB	Projects managed within delegated authority.
145	Conduct site audits and compliance checks at academy level	Academy Leaders	CEO	Estates Lead	Trustees	Local monitoring; Trust oversight.
146	Maintain the Trust asset register and site condition records	Estates Lead / CFO	Trustees	CEO	LGB	Central register updated termly.
147	Ensure safe and secure learning environments	Academy Leaders	CEO	Estates Lead, LGB	Trustees	Operational responsibility for safety.
148	Conduct termly site safety walks and reviews	Academy Leaders	CEO	Estates Lead	LGB	Termly reports submitted to Trust.
149	Manage premises health and safety in daily operations	Academy Leaders	CEO	Estates Lead, H&S Officer	Trustees	Local accountability under Trust policy.
150	Report estate risks and priorities to the Board termly	Estates Lead / CEO	Trustees	Finance & Resources Committee	LGB	Risks and priorities integrated into Trust register.
151	Ensure all capital works comply with	Estates Lead / CEO	Trustees	Finance & Resources Committee	LGB	Compliance with ESFA and DfE capital guidance.

	DfE and ESFA requirements					
152	Review condition surveys and plan maintenance accordingly	Estates Lead	CEO	LGB	Trustees	Condition data informs estates priorities and budgeting.
	Insurance					
153	Approve the Trust Insurance and Risk Protection Policy	CFO / Audit & Risk Committee	Trustees	CEO	LGB	Annual review and renewal under A&R oversight.
154	Ensure adequate insurance or RPA coverage for all assets and operations	CFO	Trustees	Audit & Risk Committee	Members	Annual compliance with ESFA/RPA requirements.
155	Manage insurance renewals and compliance with ESFA requirements	CFO	Trustees	CEO	LGB	Renewals and coverage monitored by CFO.
156	Coordinate insurance claims handling and communications with insurers	CFO	Trustees	Estates Lead, CEO	LGB	Claims processed centrally by CFO.
157	Monitor insurance coverage, premiums and claims data	CFO / Audit & Risk Committee	Trustees	CEO	Members	Annual reporting to A&R Committee and Board.
158	Report annually to Board on insurance adequacy and value for money	CFO	Trustees	Audit & Risk Committee	Members	Annual assurance report provided to Board.
159	Ensure local incident and claim reporting procedures are followed	Academy Leaders	CEO	CFO, Estates Lead	Trustees	Local incident reporting within Trust framework.
160	Maintain central insurance documentation and risk registers	CFO	Trustees	Audit & Risk Committee	LGB	Central records managed by CFO.
161	Escalate significant incidents or claims to CEO and Board	CFO / CEO	Trustees	Audit & Risk Committee	Members	Serious cases escalated per procedure.
	Governance Quality and Effectiveness					
162	Approve and annually review the Scheme of Delegation	Board of Trustees	Trustees	CEO, Committees	LGB	Annual review in compliance with ATH.
163	Approve Terms of Reference for all Committees and LGBs	Board of Trustees	Trustees	Governance & Compliance Lead	LGB	Annual review of governance structures.

164	Conduct annual self-review of Board and Committee effectiveness	Governance & Compliance Lead	Trustees	CEO, Committee Chairs	Members	Annual governance evaluation cycle.
165	Commission external governance reviews as required	Governance & Compliance Lead	Trustees	CEO	Members	Required periodically per DfE guidance.
166	Maintain accurate governance records, registers of interest and attendance	Governance & Compliance Lead	Trustees	CEO, LGB Clerks	Members	Records maintained by Trust Governance Team.
167	Ensure compliance with statutory publication requirements on the Trust website	Governance & Compliance Lead	Trustees	CEO	LGB	Website compliance monitored centrally.
168	Deliver annual skills audit, training and succession planning	Governance & Compliance Lead	Trustees	CEO, LGB Chairs	Members	Annual governance development cycle.
169	Support LGBs with skills audits and self-evaluation	Governance & Compliance Lead	Trustees	CEO	LGB	Central support for local self-assessment.
170	Ensure accurate minuting and recording of decisions	Clerks / Governance & Compliance Lead	Trustees	CEO, Committee Chairs	LGB	Minutes maintained to governance standards.
171	Report governance performance and attendance to the Board annually	Governance & Compliance Lead	Trustees	CEO	Members	Annual governance report to Board.
172	Review and recommend amendments to Articles and governance structure	Board of Trustees	Members	CEO	LGB	Reserved power; Member approval required.
173	Publish and communicate changes to delegations and structures	Governance & Compliance Lead	Trustees	CEO, LGB	Members	Updates communicated Trust-wide.
	Intervention and Advisory Boards					
174	Identify underperformance or governance concerns in academies	CEO	Trustees	Standards Committee	LGB	Triggers intervention and review process.
175	Recommend intervention actions to the Board	CEO / Standards Committee	Trustees	LGB	Members	Recommendations form basis for Board decisions.

176	Approve suspension or replacement of an LGB and appointment of a GAB	Trustees	Trustees	CEO, Standards Committee	LGB	Intervention decision based on performance and risk.
177	Establish and resource a Governance Advisory Board (GAB)	Trustees	Trustees	CEO	LGB	Temporary governance structure to replace an LGB.
178	Provide temporary governance and monitor improvement progress	GAB / CEO	Trustees	Standards Committee	LGB	GAB reports directly to the Trust Board.
179	Review GAB impact and recommend reconstitution of LGB when ready	Standards Committee / CEO	Trustees	LGB	Members	Recommendations inform restoration of LGB powers.
180	Monitor termly reports from GABs and Executive Team	Standards Committee	Trustees	CEO	LGB	Ensures sustained improvement and accountability.
181	Support academies in special measures or ESFA intervention	CEO	Trustees	Standards Committee	LGB	Executive support coordinated Trust-wide.
182	Review governance and performance post-intervention	Standards Committee	Trustees	CEO	LGB	Confirms readiness to return delegated powers.
	Stakeholder Engagement and Community					
183	Approve Stakeholder Engagement Policy	Trustees	Trustees	CEO, LGB	Members	Annual review of engagement policy.
184	Ensure Board receives annual reports on stakeholder feedback	CEO	Trustees	LGB	Members	Annual engagement and communication review.
185	Coordinate Trust-wide communication and engagement strategy	CEO	Trustees	Communications Lead	LGB	Ensures consistency across Trust branding and messages.
186	Conduct Trust-wide staff, parent and pupil surveys	CEO	Trustees	LGB	Academy Leaders	Findings inform improvement priorities.
187	Monitor survey results and recommend improvement actions	Standards Committee	Trustees	CEO	LGB	Reviewed termly and linked to Trust strategy.

188	Lead local community engagement and feedback mechanisms	LGB	Trustees	CEO	Academy Leaders	Local accountability within Trust framework.
189	Implement parent, pupil and staff engagement activities locally	Academy Leaders	LGB	CEO	Trustees	Local forums and feedback systems maintained.
190	Coordinate Trust-wide communications and branding	Communications Lead	CEO	Trustees	LGB	Ensures unified Trust identity.
191	Publish stakeholder feedback outcomes and Trust responses	CEO / Communications Lead	Trustees	LGB	Members	Published annually to promote transparency.
	Church School Distinctiveness (for CE Academies)					
192	Approve Christian Distinctiveness Strategy ensuring compliance with Diocesan and Trust requirements	Academy Leaders / CEO	Trustees	Diocese (DBE)	LGB	Applies to Church of England academies only.
193	Oversee preparation and outcomes of SIAMS inspections	Academy Leaders	CEO	DBE, LGB	Trustees	Local and diocesan collaboration on Church school outcomes.
194	Monitor Christian ethos and quality of RE provision	Academy Leaders	CEO	LGB, DBE	Trustees	Reviewed under Church school framework.
195	Promote Christian values in curriculum and worship	Academy Leaders	CEO	LGB	Trustees	Embedded within Church school daily practice.
196	Support staff training in Christian distinctiveness and ethos	CEO / DBE	Trustees	LGB, Academy Leaders	Members	Training provided via diocesan partnership.
197	Report SIAMS outcomes and follow-up actions to Board and Diocese	CEO	Trustees	LGB	Members	Reports shared post-inspection.