



CREATIVE EDUCATION TRUST
Unified Purpose, Empowered People

Scheme of Delegation

2026/27

Ambition. Equity. Opportunity

Introduction

Creative Education Trust exists to transform lives by delivering an education that unlocks opportunity, inspires ambition, and equips every student for lasting success. Our Trust-wide strategy for 2025 to 2030, *Unified Purpose. Empowered People*, sets a clear and ambitious direction for the years ahead. It commits us to igniting ambition through leadership, living equity through inclusive excellence, and unlocking opportunity through an enriched, well-resourced curriculum.

The governance of our Trust underpins this mission. The Board of Trustees is the strategic decision-making body of the organisation, accountable for all academies and responsible for ensuring legal, statutory, and regulatory compliance across the Trust. Operating in line with the Trust's Articles of Association and statutory guidance, the Board may delegate responsibilities in accordance with this Scheme of Delegation but remains ultimately accountable for the decisions taken.

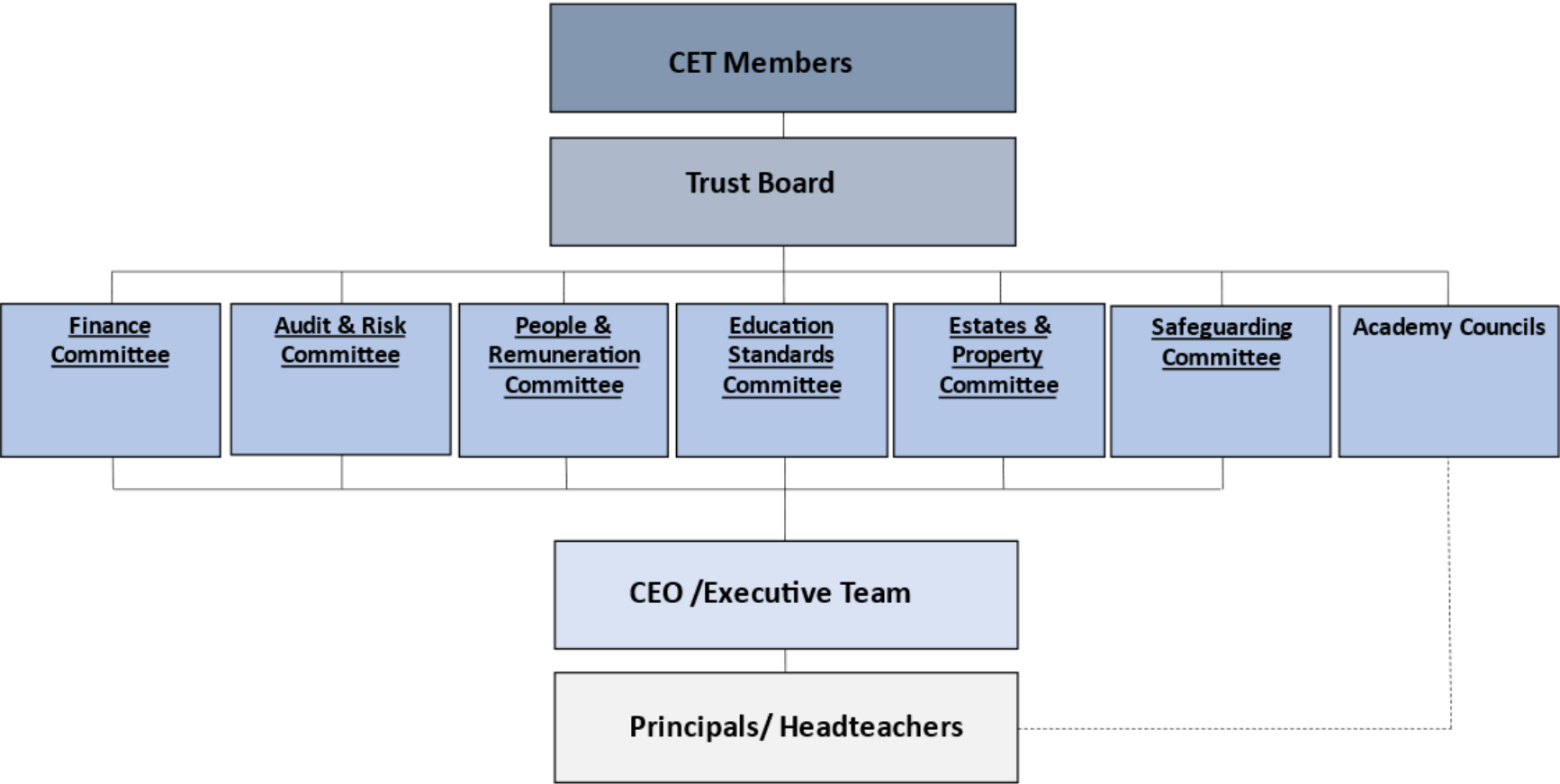
This Scheme of Delegation clarifies how responsibility for key strategic and operational areas is distributed across the Trust's governance tiers: the Trust Board and its committees, the Chief Executive Officer and Executive Team, Principals and Headteachers, and Academy Councils. The document uses the RASCI framework (Responsible, Accountable, Supporting, Consulted, Informed) to ensure clarity and consistency.

Academy Councils operate as subcommittees of the Board and provide local insight, oversight of specific delegated areas, and community voice. While they are not responsible for strategic leadership or operational delivery, they are informed of key priorities, contribute to community engagement, and support academy leadership through their link roles and governance responsibilities.

Together, these governance arrangements ensure that each layer of leadership, from Board to school, is empowered to deliver on our strategic ambitions with clarity, purpose and integrity

Governance Structure

Creative Education Trust Structure 2026-2027



Summary of Roles

Members

The Members are the subscribers to the Trust's Memorandum of Association and they have a general duty to further the academy trust's charitable purpose. They have limited financial liability should the Trust be wound up and can appoint and remove Trustees. Members help to ensure that Trustees are exercising effective governance by using a range of powers including:

- Appointing and removing Academy Trustees
- Appointing and removing Members
- Directing Academy Trustees should they believe the Trust Board is failing to carry out its core functions or is acting unlawfully
- Amending the Articles of Association: Members can amend the articles of association (including the objects clause), subject to any restrictions in the articles, the funding agreement or charity and company law
- Members can change the name of the Trust or wind it up
- Appointing and removing auditors: Members appoint the Trust's auditors and will receive and review (but do not sign off) the Trust's annual audited accounts

For the purpose of this Scheme of Delegation, the Members do not appear in the list of delegations as their remit is set and not delegated to them by the Board of Trustees.

The Board of Trustees

The Trust Board is the decision-making body of the Trust and is accountable and responsible for all academies equally in the Trust. Trustees are both the charity trustees and company directors of the Trust. As the strategic leader, the Board of Trustees is responsible for the general control and management of the administration of the Trust.

Trustees must apply the highest standards of conduct and accept '[The seven principles of public life](#)', as set out by Lord Nolan. To ensure robust governance, Trustees follow the [Academy Trust Governance Guide](#), which describes the features of effective governance in more detail and will aid compliance with the [Academy Trust Handbook](#).

As the Trust's key strategic decision maker, the Board of Trustees may delegate some of its responsibilities to the Chief Executive Officer (CEO) and in accordance with the Trust's Scheme of Delegation, to a committee or an individual, but nevertheless, the Trust Board remains accountable and responsible for all decisions made. The Trust Board must make decisions in the best interests of pupils, not their individual or collective personal interests, and should welcome a diverse range of viewpoints when debating decisions.

The Creative Education Trust Board of Trustees sets out in this document delegations to its Committees, the Executive, its Academy Councils and academy Headteachers and Principals.

Co-opted Members

The Board and its committees may invite individuals to serve as co-opted members, providing additional expertise and insight to strengthen governance. Co-opted members are not trustees and do not hold voting rights. They are referred to in the Articles of Association as advisors to the Board.

Co-opted members contribute in an advisory capacity, drawing on their professional knowledge or lived experience to inform discussion, support effective decision making, and enhance the collective capability of governance bodies. Their role is particularly valuable on committees where specialist knowledge, such as safeguarding, finance, education or estates, can help ensure that oversight is both rigorous and grounded in real-world understanding.

Committees

The Board of Trustees currently has six sub-committees which consist of Trustees with skills and experience in specific areas. The Committees are supported by the executive and additional co-opted members with crucial expertise and knowledge to assist the committee to carry out their delegated remit. Each Committee has its Terms of Reference (ToR) which further clarifies the extent of the delegated duties.

Where statutory trustee roles are referenced in legislation, the Trust does not assign these to named individuals. Instead, responsibilities are discharged collectively through the relevant committee, as delegated by the Trust Board. The Chair of each committee has oversight of these responsibilities, supported by the committee membership

- **Audit and Risk Committee** is responsible for ensuring compliance with reporting and regulatory requirements, receiving reports from the internal auditor and external audit and the oversight of risk management.
- **Education Standards Committee** monitors, evaluates and reviews Trust policy, practice and performance in relation to curriculum planning, target setting and assessment, examinations, Ofsted activity and all pastoral issues including attendance and behaviour.
- **Estates and Property Committee** holds responsibility for non-executive strategic consideration of the property of the Trust, its academies and associated undertakings. That strategic oversight includes recommendations and reports to the Board on acquisition, disposal, development and management strategies. The Committee also has responsibility to oversee the health and safety systems and controls relating to the property, people and operations of the Trust and its academies.
- **Finance Committee** is responsible for monitoring, evaluating and reviewing policy and performance in relation to financial management, in addition to reviewing the annual budget and three year financial plan and recommending their approval to the Board.

- **People and Remuneration Committee** is responsible for monitoring a clear and fair process for the review of all aspects of remuneration and organisational culture. This includes setting the remuneration of the Chief Executive Officer and reviewing proposals for any pay increases for Head Office and senior staff including the Principals and Head Teachers.
- **Safeguarding Committee** monitors, evaluates and reviews safeguarding oversight, compliance and practice within Trust schools.

Chief Executive Officer (CEO)

The CEO (also the Trust's Accounting Officer) has the delegation for the operational management of the Trust and with the support of the Executive Directors (Executive) will lead the implementation of the strategic plan adopted by the Board. The CEO and Executive will also oversee the financial management of the organisation making decisions and recommendations regarding expenditure to further the strategic aims, values and mission of Creative Education Trust.

Academy Councils

The Board delegates some of its powers, as set out in this Scheme of Delegation, to local Academy Councils, each of which functions as a sub-committee of the Board. Academy Councils comprise of community stakeholders as well as representatives of staff and the parent body. They provide local intelligence to the board and exercise oversight of designated areas on its behalf.

Principals and Head Teachers

The Board has devolved responsibility for the day-to-day management of each academy to a Principal/ Head Teacher and their Senior Leadership Team (SLT). Operational oversight, accountability and support to each academy and its leadership team, are provided through the Trust's Academy Improvement Board (AIB) which meets regularly with academy leaders. The AIBs are a tool of management and each has at least one member of the relevant Academy Council in attendance to ensure good communication and consistency.

The following scheme of delegation complies with the statutory requirements and takes due regard to guidance found in the following documents:

- [Academy Trust Handbook](#)
- [Academy Trust Good Governance Guide](#)
- [Creative Education Trust Articles of Association](#)
- [Creative Education Master](#) and Supplemental Funding Agreements

Interpreting the Scheme of Delegation

The scheme sets out the areas of delivery with a summary outline of roles and responsibilities for the Board, its Committees, the CEO and Executive, the Principals/ Head Teachers and the Academy Council.

The scheme uses the coding according to the RASCI framework which outlines:

Who is **Responsible**: the individual/ group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO, this will be at Trust level, in the case of the Principal/ Headteacher/ Academy Council this will be at academy level.

It is crucial to differentiate between being 'strategically responsible' (board/ committees and ACs) and 'operationally responsible' (the Executive and the Principals/ Head Teachers)

Who is **Accountable**: the individual/ group that has primary legal responsibility for ensuring the particular task is completed/ signed off and determining how the Trust and/or academies should undertake the task including defining appropriate milestones and targets to be reported against.

Being accountable for the Board will entail oversight, challenge and receiving proposals for approval. Even if they delegate oversight and challenge to a sub-committee, the Trust Board remains accountable.

Who is **Supporting**: the individual/ group that offers input or challenge to a process, procedure or provision.

Usually, the Academy Councils and Executive will be crucial in the implementation and oversight of the strategic plan.

Who is **Consulted**: the individual/ group that should be consulted for their views as part of the process of completing a particular task.

To ensure the Board makes informed decisions, Trustees will rely on feedback and consultation with stakeholders. For the purpose of the Scheme of Delegation, this will rely on the Executive, Academy Leaders and Academy Councils to provide input and to also report on other stakeholder feedback received (parents/ staff/ pupils).

Who is **Informed**: the individual/ group that needs to be informed.

Those who rely on knowledge of decisions and outcomes

KEY:

FC	Finance Committee	PRC	People and Remuneration Committee
ARC	Audit and Risk Committee	EPC	Estates and Property Committee
ESC	Education Standards Committee	SGC	Safeguarding Committee
CEO	Chief Executive Officer	ACs	Academy Councils
P/HTs	Principals and Head Teachers	H&S	Health and Safety
AIB	Academy Improvement Board	ICFP	Integrated Curriculum Financial Planning

SCHEME OF DELEGATION

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Our Strategy and Ethos				
Vision and Values				
Determine & fulfil trust values, ethos and organisational culture	Accountable- for determining the trust values, organisational culture and vision	Responsible- for development and delivery of trust vision and ethos	Responsible- for implementation of trust values within each academy, incorporating the unique character of the local community as appropriate	Supporting- with monitoring the implementation of trust values at academy level incorporating the unique character of the local community as appropriate
Strategy monitoring and benchmarks				
Develop trust objectives and strategic plan	Accountable- approve and review objectives and strategic plan	Responsible- develop, deliver, and report on strategic plan	Informed- receive the Trust's key priorities for the academic year	Informed- of the Trust's key priorities for the academic year
Implement trust strategic plan	Accountable- monitor delivery of trust strategic plan through Executive KPIs	Responsible- implementation, reporting & in-year updates	Responsible- implementation of key priorities for the trust within each academy	Informed- aware of the Trust's Strategic plan
Consider in-year additions to strategic plan	Accountable- consider and approve proposals	Responsible- develop, recommend and deliver proposals on in-year additions	Responsible- implementation of any in-year additions for the trust within each academy	Informed- aware of the Trust Strategic plan

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Oversight and delivery of Executive KPIs	Accountable- for ratifying Executive KPIs and monitoring delivery through formal reporting	Responsible- for the development, delivery, and reporting of Executive KPIs	Responsible- for implementing actions aligned with Executive KPIs within each academy	Informed- aware of Executive KPIs and their relevance to academy priorities
Develop and deliver Academy Development Plans	Informed- on objectives and review progress of priority schools (ESC)	Accountable- for ensuring the delivery of Academy Development Plans Responsible- development of, approve and report on Academy Development Plans	Responsible- develop and deliver Academy Development Plans	Informed- via the AIB link of the Academy Development Plan
Arrange system of central support for academies	Accountable- approve as part of strategic plan	Responsible- advise on/ facilitate/ provide operational and management support to academies across delivery areas	Consulted- agree on individual academy central support needs	Informed- made aware of services that are being provided by the Trust

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Growth strategy - establish academies (take existing schools into trust/ open new), and develop new projects and programmes	Accountable- for agreeing the growth strategy as part of business plan and approving schools joining the trust or projects such as outreach and commissioned services	Responsible- for researching, identifying and sourcing new schools and projects Work to explore the feasibility of new schools Advise on and manage the joining process of new schools, including due diligence and identifying risks and areas for improvement Establish Transition Boards/ACs	Supporting- with the active promotion of trust activities and fostering positive links with local schools	Supporting- with the active promotion of trust activities and fostering positive links with local schools
Determine and oversee existing academy expansion	Accountable- approves any new schools joining the trust, expansion of existing academies and development of projects	Responsible- for development of expansion proposals ensuring due diligence completed including existing academy expansions and programmes, e.g. outreach	Supporting- with provision of data for existing academy expansion, including risk analysis	Informed- of academy expansion and new schools joining the trust
Manage MATSE inspections	Accountable- represent trust governance	Responsible- manage process; represent trust executive leaders	Informed- of any outcomes that are relevant to academies	Informed- of any outcomes that are relevant to academies

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Manage academy inspections	Accountable- represent trust governance	Supporting- set up and support academy preparedness & process, and represent Executive Team	Responsible- set process; represent academy team	Supporting- support the academy inspection with academy governance representation when required
Communications and Community				
Develop and support partnerships to further trust strategic plan	Supporting- act as ambassadors for the trust, developing corporate and strategic partnerships as opportunities arise	Accountable and Responsible- develop overall strategy and aims; develop relationships with government, regulators and service providers; strategic relationships with Local Authorities, commissioners, and schools	Supporting- develop and maintain relationships with Local Authorities, local agencies, schools and community	Supporting- develop links to community and other agencies/schools in line with trust vision
Develop profile and reputation of the trust	Accountable- approve any changes to the overall trust brand Responsible- promote and build the trust's reputation in line with strategy	Responsible- set and monitor the use of communication guidelines, lead on building the Trust's reputation, managing all trust and academy media engagement	Responsible- follow the Trust's communications strategy Ensure academy communications are up-to-date and relevant, including website, newsletters, social media	Supporting- act as ambassadors to the local community and engage with Local Authorities and other HT/Principals

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Fundraising	Accountable- approve fundraising and corporate partnership development strategies and carry out annual review	Responsible- deliver fundraising strategy and bids as appropriate	Responsible- provide ideas and information for fundraising projects within each academy	Supporting- with fundraising through sharing with community links and proactively finding ways to fundraise for the academy
Manage decision making in event of crisis/emergency	Informed- provide visible leadership and be kept informed of key decisions relating to academy closures and other significant incidents affecting educational delivery or business continuity.	Accountable- lead the strategic trust-wide response to major incidents. Make decisions in accordance with the Trust's Critical and Major Incident Plan, ensuring effective coordination, communication, and continuity	Responsible- lead the operational response at academy level, ensure staff and student safety, and implement trust instructions in accordance with local emergency procedures. Escalate incidents as required.	Informed- receive updates on the incident and the academy's response. May support local communication with stakeholders as appropriate
Deliver robust crisis communications	Informed- Chair and Vice Chair to be kept informed of any crisis communications activity, including messaging affecting trust, reputation or stakeholder assurance	Accountable- provide overall leadership and oversight of all crisis communications activity. Ensure messaging is accurate, timely, and aligned with trust values and legal obligations	Responsible- implement the trust's central crisis communications plan. Coordinate internal and external messaging, including with media, stakeholders, and partner agencies	Supporting- support local implementation of communications as directed by the trust. Ensure parents/carers and staff receive timely and accurate updates

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Family engagement	Informed- build an understanding of parent/carer engagement within academies Accountable- for assuring the process in which the trust engages with parent and carers	Responsible- lead on development and family engagement strategy across trust, review and report	Responsible- deliver academy focused family engagement strategy	Supporting- through reviewing and receiving feedback on parent/carer engagement including complaints
Equality, Diversity and Inclusion	Accountable- lead and ensure commitment to equality, diversity and inclusion underpins the trust's work	Responsible- for the development and delivery of equalities compliance across the Trust	Responsible- development and delivery of equality statements and objectives within each academy	Supporting- through monitoring stakeholder voice
Careers	Accountable- ensure the trust is fulfilling its statutory requirements	Supporting- academies to fulfil their statutory duties	Responsible- ensuring that the academy is fulfilling its statutory duties	Supporting- ensuring the academy is fulfilling its statutory duties through regular monitoring

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Our educational delivery and performance				
Educational performance and standards (outcomes)				
Review educational outcomes – progress and attainment	Accountable- Ultimate accountability for outcomes Informed- monitor educational outcomes (ESC)	Responsible- monitor educational outcomes across trust and ensure that academies have a plan focused on raising standards, educational performance, and academic outcomes and appropriate support	Responsible- review progress and report to the Executive through the AIB Accountable- for delivery of the operational plan focused on raising standards, educational performance, and academic outcomes	Informed- through the link AIB member
Set strategies to improve outcomes.	Accountable- ensure appropriate level of support, challenge and intervention to support delivery of outcomes (ESC)	Responsible- deliver academy improvement support	Consulted- agree on strategies to support academies to improve outcomes	Informed- through the link AIB member
Ensuring that pupils make progress and achieve desired outcomes	Accountable- ensure appropriate level of support, challenge and intervention to support delivery of outcomes (ESC)	Supporting- academies through academy improvement support	Accountable- for ensuring that children in their academy achieve the desired outcomes	Informed- of how children are achieving the desired outcomes through the link AIB member

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Curriculum, enrichment and pupil wellbeing				
Develop and implement trust curriculum and assessment framework	Accountable- approve and review the curriculum and assessment framework Accountable- for ensuring the trust is adhering to statutory requirements	Responsible- develop a framework that adheres to statutory guidelines	Accountable- for implementing trust curriculum and assessment framework & enrichment activities	Informed- of curriculum and assessment framework and policies
Set and embed trust approach to pupil wellbeing, Personal Development and enrichment	Accountable- for pastoral requirements laid out in statutory guidance, including RSHE and in keeping with trust values and ethos (SGC)	Responsible- develop and review trust and academy approach to wellbeing, Personal Development including RSHE, and enrichment	Responsible- embed academy approach to wellbeing, Personal Development including RSHE, and enrichment. Promoting parental engagement with RSHE curriculum	Supporting- provide challenge on academy approach to, and impact upon students of, Personal Development and enrichment related provision
Support for young people with special educational needs	Accountable- ensure that the SEND Code of Practice, and other legal requirements for children with special needs are met and support for learning provided (ESC), including the Equality Act 2010.	Responsible- overseeing and monitoring provision of support for children with SEN and providing additional support as required	Responsible- overseeing and monitoring provision of support within the academy Accountable- for ensuring that the academy is meeting its requirements under the SEND Code of Practice and other legal obligations, including the Equality Act 2010.	Informed- through the link AIB member for the AC

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Inclusive Mainstream Fund	Informed- of the use of additional government funding (FC, ESC) Accountable- Ultimate accountability for ensuring that the funds are having an impact	Responsible- overseeing and monitoring use of additional government funding across the trust	Responsible- overseeing and monitoring use of additional government funding across the trust Accountable- appropriate use of resources in meeting needs of young people in receipt of additional government funding	Informed- aware of how additional government funding is being used to support targeted pupils and its impact on outcomes via the AIB link.
Pupil premium and additional government funding- appropriate use of resources in meeting needs of young people	Informed- of the use of additional government funding (FC, ESC) Accountable- Ultimate accountability for ensuring that the funds are having an impact	Responsible- overseeing and monitoring use of additional government funding across the trust	Responsible- overseeing and monitoring use of additional government funding within the academy Accountable- appropriate use of resources in meeting needs of young people in receipt of additional government funding	Informed- aware of how additional government funding is being used to support targeted pupils and its impact on outcomes via the AIB link.
Set term dates and INSETs	Informed- that all dates are set and meeting statutory obligations	Informed- that all dates are set and meeting statutory obligations	Responsible- for setting academy assigned INSET days and ensuring staff and students are aware Accountable- ensuring that all dates are set and meeting statutory obligations	Informed- that all dates are set and meeting statutory obligations

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Admissions and attendance				
Set admissions framework	Accountable- ensure all academies follow statutory procedures (ESC)	Responsible- Review policy and practices, ensure clarity of guiding principles for fair access/in-year placement protocols	Responsible- Ensure academy policy is compliant and practices Participate and negotiate with Local Authorities over fair access/in- year placement protocols and then implement	Informed- of academy policy
Changes to admission criteria	Accountable- ensure all academies follow statutory procedures (ESC)	Responsible- for any exceptions made to admissions criteria, including requests to change PAN	Responsible- for liaising with the Local Authority and Executive team on changes to admission criteria	Informed- of any academy specific changes to criteria
Attendance registers and data	Accountable- for ensuring the trust is meeting the statutory requirements and for approving policy Informed- of statutory data relating to Attendance (ESC)	Responsible- for creating and implementing trust-wide strategies to improve attendance	Responsible- for the execution of the schools attendance policy and graduated response, delivering attendance strategies within the academy. Accountable- for the accurate completion of the attendance register and correct application of statutory attendance codes and absence escalation in line with DfE policy requirements	Informed- through the link AIB member

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Our Staff				
Recruitment, HR & employee wellbeing				
Set HR and recruitment strategy and processes	Accountable- approve HR and recruitment and retention strategy (PRC)	Responsible- set the trust HR and recruitment and retention strategy	Responsible- follow trust HR and recruitment and retention strategy through the operation of policy	
Determine trust and academy staff structures	Accountable- approve staffing budget as part of annual budget (FC)	Responsible- through formal ICFP process at academy level	Responsible- propose academy staffing structure in line with curriculum and budget considerations	
Appointment of CEO	Accountable and Responsible- appoint through agreed process			
Appointment of other Executive Directors	Supporting- participate in appointment panel Accountable- for appointment on the recommendation of appointment/panel	Responsible- the CEO is lead recruitment and decision maker(as chair of appointment panel)		
Appoint Headteachers and Principals	Supporting- participate in appointment panel Accountable- for appointment on the recommendation of appointment/panel	Responsible- the CEO is lead recruitment and decision maker(as chair of appointment panel)		Supporting- where invited,ACs representation on panel

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Appoint wider staff team	Informed- of significant changes to Head Office Staffing	Accountable and Responsible- recruit and appoint central staff Supporting- takes part in panels for senior staff in schools, and professional areas as appropriate	Accountable and Responsible- recruit and appoint academy staff to the agreed structure	
Set trust HR policies and employment contracts	Accountable- approve statutory HR policies (including discipline and grievance) and framework for employment contracts (PRC)	Accountable- CEO approves non statutory HR policies on behalf of the board Responsible- set trust HR policies & practices; deliver academy HR support; consult and negotiate with unions at national level as necessary Responsible- may be chair or panel member in formal meetings, hearings or appeals	Responsible- implement and comply with trust HR policies and practices including pay terms and employment contracts Responsible- may be chair or panel member in formal meetings, hearings or appeals	

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Set executive pay and remuneration	Accountable and Responsible - for setting decision making procedures for Executive pay and approving decisions on individual pay for Executive Directors (including CEO) (PRC)			
Set pay and remuneration for staff	Accountable - for setting pay and remuneration terms for teaching and support staff and the central team annually (PRC)	Responsible - for reviewing and recommending pay and remuneration conditions for teaching, support and central team staff	Responsible - implement and comply with trust pay policy for academy staff	
Ensure trust fulfils its requirements in respect of maintaining the Single Central Record and undertaking appropriate pre-employment checks.	Accountable - ensure SCR requirements are fulfilled (Chair of the SGC)	Responsible - deliver SCR support to academies and undertake quality assurance to ensure that in-school HR is effectively conducting pre-employment checks	Responsible - ensure that the academy maintains a Single Central Record that meets statutory requirements	
Ensure appropriate performance management (PM) of trust staff including Headteachers / Principals and staff at an academy level	Accountable - for leading the performance management of the CEO and as a panel member for those members of the Executive team line managed by the CEO	Responsible - for ensuring performance management for Headteachers / Principals and central office staff is completed in a timely and appropriate manner in line with policy	Responsible - for ensuring performance management for academy staff is completed in a timely and appropriate manner in line with policy	

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Manage claims/ disputes with staff	Informed- of high-risk cases(PRC)	Accountable and Responsible- manage need of central staff and Headteachers/Principals . Provide advice and guidance to Headteachers/Principals for staff at their academies	Accountable and Responsible- manage for academy staff, including liaison with trust central HR Business Partner Responsible- liaise with local union representatives	
Arrange & deliver staff Professional Development and Learning	Accountable- review and monitor trust approach to staff professional development and learning (PRC)	Responsible- develop and deliver trust-wide professional development and learning strategy	Responsible- tailored in school professional and development and learning plan linked to Academy Development Plan	Informed- of staff professional development and learning
Approval of special and/or non-contractual payments	Accountable- Approve special payments and non-contractual payments that need ESFA approval Informed- of settlement payments through termly reports (PRC)	Responsible- for approval of retirement, settlement of claims/grievances, severance pay and redundancies (refer to finance manual and HR policiesfor delegated levels)	Supporting- seek advice from HR and make recommendations where appropriate	

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Safeguarding				
Set trust safeguarding policy and procedures in line with legal guidelines and ensuring safeguarding and children protection is at the forefront and underpins all delivery	Accountable- Ultimate accountability for the safeguarding policy and procedures Lead culture of responsibility. Assure themselves of the auditing of safeguarding at trust level Responsible- receive and scrutinise safeguarding reports (SGC); undertake regular safeguarding training in accordance with Keeping Children Safe in Education 2025	Responsible- set trust safeguarding policies and practices and promote culture of responsibility around Safeguarding Conduct regular quality assurance activity to evaluate effectiveness of policy implementation and report findings to the SCG Accountable- for organising safeguarding audit programme in each academy and providing guidance for headteachers and principals on the fulfilment of their own ongoing quality assurance duties	Responsible- adopt and implement trust safeguarding policies and practices and quality assure their effectiveness at school level Responsible- Prepare information reports on student voice data and contextual safeguarding information for the Academy Council and produce termly reports to the AIB	Responsible- ensure awareness of safeguarding policies and correct reporting procedures Informed- receive and scrutinise annual safeguarding report at AC and through AIB link Informed- Consider and review student voice and contextual safeguarding information

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Set trust policy on gender questioning children which complies with statutory guidance, including setting of non-negotiable compliance rules.	Accountable- ultimate accountability for the implementation of the trust-wide policy framework. Protection of staff who exercise their flexible right to refuse preferred pronoun usage in line with DfE guidance.	Responsible- providing guidance for headteachers and principals about the application of the policy. Ensuring DSLs are trained, and, in turn provide training to staff in Signing off on decisions by headteachers and principals not to inform parents about social transition requests. Checking via safeguarding audit process that suitable safeguarding records of all transition requests, and risk assessments, are kept.	Responsible- adopt and implement trust gender questioning children policy. Application of a 'watching waiting' approach, assessing whether a student's gender questioning requests are sustained and consistent over time. Leading consultations with the student and their parents from the outset of any transition requests. Ensure social transition requests where decision is made not to inform parents due to safeguarding risks are escalated to Trust Head of Safeguarding	Informed-- monitor impact of policy on wider student body; consider student voice about application of policy and trends in any associated complaints outcomes
Managing the trust preparedness for major and critical incidents	Accountable- for assuring themselves that effective trust-wide arrangements are in place to respond to major and critical incidents, including the approval of the Major Incident Policy, Critical Incident Policy (school level) and associated	Responsible- lead the development, review, and implementation of the Major Incident Policy and Critical Incident Policy and associated training. Establish and chair the Trust Major Incident Working Group. Conduct tabletop	Responsible- implement trust protocols at academy level, including via any necessary academy-specific adaptations to the template CET Critical Incident Policy Maintain readiness through local plans, staff training, and participation in trust-wide exercises. Report any incidents in line with policy	Informed- of major incidents, local contingency plans, and trust-wide assurance activities. May contribute to reviews and

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
	frameworks (ARC)	exercises and coordinate with external agencies		exercises as appropriate
Monitor and assure the effectiveness of safeguarding practice	Accountable- for ensuring there is oversight of safeguarding effectiveness and compliance through scrutiny of trust-wide assurance reports and internal/external audit outcomes	Responsible- conduct annual safeguarding reviews and spot checks across the trust. Analyse safeguarding data and trends and report findings to the Board and SGC	Responsible- ensure safeguarding procedures are embedded in day-to-day operations and participate in trust-led reviews. Complete school-level safeguarding audits and act on outcomes	Informed- receive school safeguarding updates and outcomes of safeguarding reviews through the AIB
Deliver safeguarding training and updates	Informed- of training compliance levels across the trust. May request additional assurance on training quality and impact	Responsible- ensure up-to-date safeguarding training is available across the trust, including for new starters, DSLs, and other stakeholders	Responsible- ensure all staff complete annual safeguarding and Prevent training and receive regular updates. Identify additional training needs Ensure designated safeguarding staff receive appropriate DSL training Maintaining training records	Informed- attend induction and refresher safeguarding training as required
Prevent Duty- Protecting pupils from the risk of radicalisation and extremism	Accountable- receive thematic updates on Prevent risks and trust-wide assurance that statutory duties under the Prevent Duty are being fulfilled	Responsible- oversee compliance with the Prevent Duty across the trust. Maintain links with regional Prevent coordinators. Develop and review the trust's Prevent strategy. Support schools in responding to emerging risks	Responsible- implement the Prevent Duty at school level. Ensure all staff are trained to recognise and report concerns. Deliver an appropriate safeguarding curriculum addressing radicalisation. Refer concerns to Channel where appropriate	Informed- receive updates on Prevent-related risks and how the school is addressing them. May be briefed on referrals and contextual concerns

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
Appoint trust and academy safeguarding leads	Accountable- appoint link trustee for safeguarding. This may be the Chair of the Safeguarding Committee	Responsible- ensure Safeguarding leads in place; appoint trust Safeguarding lead	Responsible- appoint Designated Safeguarding Lead and deputy Designated Safeguarding Lead for their academy	
Make and report on referrals to agencies	Accountable- ensure all academies follow trust procedures Informed- of allegations data	Supporting- provide advice on at-risk cases and engagement of Local Authority Responsible- for communication to lead trustee for safeguarding about cases of concern where risk to trust and/or academy is high	Responsible- report on referrals to Local Authority Designated Officer and child protection referrals to Trust Safeguarding Lead, involving the Local Authority and social care as appropriate Ensure referrals are made in line with obligations laid out in guidance	Informed- receive and scrutinise contextual safeguarding information Informed- of any cases of concern where risk to academy is high
Make and report on referrals to the Local Authority Designated Officer in respect of allegations against, and concerns about adults working across the trust	Accountable- ensure all academies follow trust procedures Informed- of any cases of concern where risk to academy trust is high	Accountable- provide oversight and tracking of referrals across the trust and quality assure referral data Informed- of all referrals to the Local Authority Designated Officer Supporting- provide advice on at-risk cases and engagement of Local	Responsible- act as case manager (or appoint a suitably senior member of staff to do so) in cases of referrals to Local Authority Designated Officer	Informed- receive and scrutinise annual safeguarding report at AC and through AIB report to AC

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
		Authority		
Safeguarding Professional Development and Learning	Responsible- for completing their own safeguarding Professional Development and Learning Informed- of compliance in Safeguarding training	Responsible- for completing their own safeguarding Professional Development and Learning Accountable- for ensuring school compliance with Professional Development and Learning Informed- annually that all staff have completed their safeguarding Professional Development and Learning and of Designated Safeguarding Lead training expiry dates Responsible- for providing academies with training materials and appropriate training session	Accountable and Responsible- for completing their own safeguarding Professional Development and Learning and that every adult working in the school does too	Responsible- for completing their own safeguarding Professional Development and Learning Informed- of Professional Development and Learning compliance at an academy level in AIB report to AC

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Behaviour and Exclusions				
Setting behaviour and welfare policies	Accountable- approve behaviour and welfare policies	Responsible- develop and propose policy and practices	Responsible- ensure that policies are tailored to their academy and ensure that all staff and pupils are adhering to behaviour and welfare policies	Informed- receive behaviour and welfare policies
Behaviour framework	Informed- of the behaviour framework (ESC)	Accountable- for developing the behaviour framework and analysing key trends in rewards, sanctions and both internal exclusions, suspensions and permanent exclusions at academy and trust level. Supporting- academies to deliver the behaviour framework via advice, guidance and training.	Responsible- for following the behaviour framework in each academy	Informed- Via the AIB link role on the application of the behaviour framework
Set exclusions policy and practices	Accountable- approve exclusions policy	Responsible- develop and propose policy and practices; provide relevant	Responsible- for adhering to exclusion policy and practices, and relevant	Informed- Via the AIB link role on lesson removal, internal and

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	Review exclusion trends (ESC)	guidance and training, including around statutory guidance relating to exclusions and its implications for practice Monitor, at both academy and trust level, the incidence of student removal from lessons, internal and external suspensions and permanent exclusions	statutory guidance, including the Equality Act 2010. Ensuring duties regarding panels, parental rights, and timescales are met. Responsible- report on the incidence of student removal from lessons, internal and external suspensions and permanent exclusion to the AIB	external suspension and permanent exclusion figures and provide challenge and support to the academy
Make decision on exclusions	Informed- of Exclusion data and decisions made.	Supporting- with convening AC exclusion committee to review decision Accountable- Where available, exclusions committee will review decisions on exclusions (uphold or rescind). Responsible- the Director of Inclusion will consider each decision to permanently exclude before it is finalised. In exceptional cases, the Director of Inclusion may direct a headteacher or	Responsible- make decisions on suspensions. With Director of Inclusion, make decision on permanent exclusions	Accountable- Where available, exclusions committee will review decisions on exclusions (uphold or rescind)

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		principal to not proceed.		
Alternative provision	Informed- of the number of pupils attending alternative provision, and the systems in place to ensure their safety and evaluate the effectiveness of the provision Accountable- for ensuring any AP used is a registered school if it provides full time education.	Responsible- ensuring frameworks for risk assessment and monitoring of alternative provision are drawn up, shared with headteachers and principals, and that annual quality assurance of the checks made by headteachers and principals themselves take place. Completion of unannounced visits to alternative provisions where actual or potential concerns arise. Informed- of alternative provision data via annual safeguarding report	Accountable and Responsible- for arranging suitable alternative provision that meets the curriculum and other needs of students, ensuring the provision is in their best interests, and ensuring all relevant Safeguarding, attendance, behaviour and other checks are completed in line with policy and guidance. Ensuring half-termly progress reviews take place to monitor each student's academic progress and the broader impact of the provision upon the student's attendance, behaviour and personal development. Planning for each student's reintegration back into the mainstream setting.	Informed- of alternative provision data via annual safeguarding audit report and via termly AIB report including qualitative assessment of the impact of alternative provision used by the academy and its duration

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Our approach to internal controls and finance				
Governance structures and compliance (further info in MAT board and AC handbooks)				
Appointment of Members and trustees.	Responsible- for the recruitment of trustees/members and ensuring right skills are in place Accountable- The Sponsor is ultimately responsible for appointment of trustees and members	Responsible- for the Implementation of recruitment and succession planning as required	Informed- of significant changes to Trust Board membership	Informed- of significant changes to Trust Board membership
Set trust governance policies & practices	Accountable- approve all governance policies and ensure compliance	Responsible- develop trust governance policies and practices and ensure compliance	Responsible- Implement the policies and processes	Informed- of trust policies
Set trust policy framework	Accountable- approve policy framework	Responsible- develop trust policy framework	Responsible- contribute to and implement trust policies within academy	Informed- of trust policies
Appoint/remove AC members	Informed- to review appointments and removal, where appropriate and in line with the articles	Accountable- for recruiting AC members and appointing chairs	Supporting- provide input on potential new AC members	Consulted- chair to advise and make recommendations to the Executive re appointments and removals of AC members

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Set and alter AC powers including formation of 'interim progress board' or similar where Necessary	Accountable- alter in line with risk-led approach, articles and counsel of the executive	Responsible- CEO and Executive team to make recommendations to board as appropriate. Give counsel to the board on suggested changes to AC powers	Supporting- provide input on potential new AC powers	Informed and Consulted- on potential new AC powers
Establish board committees	Accountable- establish board committees	Responsible- recommend committee structure	Informed- on committee structure	Informed- on committee structure
Performance of Board and Committees	Accountable- approve and review evaluation of performance – may use independent assessor to deliver evaluation and report Annual reviews internally, external review to be every three years	Informed- on outcomes of reviews and evaluation activities	Informed- advised on changes to trust board policies, resulting from reviews and evaluation activity	Informed- advised on changes to trust board policies, resulting from reviews and evaluation activity
Performance of ACs	Accountable- for oversight of the performance and effectiveness of Academy Councils, including annual internal reviews and receiving feedback from Academy Councils	Responsible- for developing, delivering, and reporting on the evaluation of AC performance as part of internal and external governance reviews	Consulted- as part of the AC evaluation process.	Consulted- to engage with and be informed of the outcomes of AC evaluations, including annual internal reviews and external governance reviews
Provision of governance related training and guidance	Supporting- participate and engage	Accountable- provision of training and information to trustees and AC members	Informed- of the training provided	Supporting- participate and engage

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Ensuring website compliance	Informed- of website audits (A&R)	Accountable- for regular audits on trust and academy websites	Accountable- for ensuring websites are updated regularly, and ensuring that websites align with the requirements of departmental guidance.	
Ensuring compliance with equalities legislation	Accountable- for overall compliance with legislation, including the equal opportunity policy	Responsible- for compliance with legislation	Responsible- for ensuring compliance at an academy level	Informed- of compliance with legislation
Audit and Risk				
Appoint lawyers and approve retainer	Accountable- approve to ensure proper advice is available to trust and academies	Responsible- appointing lawyers subject to board approval	Informed- of approved legal activity and retainers	Informed- Where required, of approved legal activity and retainers
Set trust approach (and appetite) to risk and risk mitigation	Accountable- approve risk management policy, identify and oversee mitigation of risks to trust and academies Review trust risk register make decisions in line with this scheme of delegation and	Responsible- develop trust approach to risk, including delivering mitigation actions required by trust board and escalating any concerns to the Board	Supporting- identifying and reporting academy specific risks to line manager	

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	the trust Articles Responsible- review risk relevant to their area of oversight			
Ensure insurance/risk protection is in place	Accountable- approve insurance arrangements	Responsible- arrange insurance/risk protection	Informed- of insurance details	
Notify ESFA/insurers where loss is suffered/threatened	Accountable- should serious event take place in academies	Responsible- liaise with insurers/ESFA	Responsible- inform the line manager and chair of AC should serious event take place in academy	Informed- by chair of AC if/when appropriate
Report "Novel, contentious or repercussive" transactions to the DfE	Accountable – approve reporting (ARC)	Responsible – report to A&R and DfE	Responsible – report transactions to Executive team	
Set complaints policy and procedures	Accountable- approve complaints policy Supporting- through regular reporting (ARC) and being involved in Panels as necessary	Responsible- write and implement complaints policy and practices	Responsible- follow and deliver the complaints policy and practices in line with executive expectations	Supporting- through AC meetings and being involved in panels as necessary

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Manage conflicts of interest and related party transactions	Accountable- for ensuring good practice Responsible- completion of annual declarations appropriately	Responsible- reporting to ESFA in line with guidance Responsible- completion of annual declarations appropriately Responsible- for developing a process for compliance	Responsible- completion of annual declarations appropriately	Responsible- completion of annual declarations appropriately
Approve internal auditors and scrutiny plan	Accountable- for approving internal auditors and plan on three year cycle (ARC)	Responsible- propose auditors and co-develop plan with trustees Responsible- for Implementations		
Monitor internal controls and compliance with financial procedures	Accountable- Receive and monitor financial and non- financial internal scrutiny reports (ARC)	Responsible- Produce, deliver, and report on financial and non-financial internal scrutiny plans		
Set external audit strategy i.e. accounts	Accountable- recommend appointment of auditors for formal approval to members; approve five year cycle;	Responsible- propose auditors and audit plan Responsible- for implementation		

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	Review annual external audit plan and receive annual reporting from auditors (ARC)			
Produce trust statutory financial accounts	Accountable- review annual accounts and recommend to Board for final approval (ARC) Accountable- Approve annual accounts (Board)	Responsible- lead and facilitate production of accounts for approval		
Financial management, contingencies & reserves (to be read in conjunction with Finance manual)				
Set trust finance policies and procedures in line with legal requirements	Accountable- approve all relevant finance policies and procedures (FC)	Responsible- set trust finance policies and practices; deliver academy finance support	Responsible- implement trust finance policies	
Approve trust & academy three year plan and budget	Accountable- approve plan, budget and reserves, group support and development fund targets and contingency plans (FC)	Responsible- put forward plan, budget, reserves, targets and contingency plans, including proposing group support development fund and advising Academies	Responsible- propose budget	

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Produce management accounts	Accountable- review performance vs budget (FC)	Responsible- collate monthly management accounts (MMAs) Responsible- monitor performance vs budget in line with risk policies and finance manual	Responsible- produce management accounts; expend funds in line with budget and finance manual	
Enter into contracts on behalf of trust	Accountable- approve contracts in line with agreed limits in finance manual (FC) Responsible- proposal of capital works (EPC)	Responsible- sign contracts in line with agreed limits	Responsible- sign contracts in line with agreed limits and budget	
Oversee use of generated income	Accountable- ensure in line with trading laws Responsible- (EPC/FC)	Responsible- for systems and processes to ensure compliance		
Data management including data protection				
Set data input structures	Accountable- ensure appropriate and accessible data management procedures are in place (ESC)	Responsible- set data input structures for academy and provide data management Support		

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Fulfil data protection (DP) requirements including cyber security	Accountable- approve data protection policy (ESC)	Responsible- set trust data protection policy and ensure training delivered across trust	Responsible- follow trust data protection policy	Responsible- follow trust data protection policy
Manage freedom of information, subject access requests and other GDPR related processes	Informed- of data relating to GDPR for scrutiny (ARC)	Accountable- respond to GDPR requests in accordance with policy	Responsible- provide information for GDPR requests where relevant	Informed- of data relating to GDPR at AC meetings
Estates Management & Health & Safety (H&S)				
Set trust H&S policies and procedures in line with legal requirements	Accountable- approve all relevant H&S policies and procedures Receive regular H&S reports Responsible- (EPC)	Responsible- write H&S policies and procedures; deliver H&S support to academies Ensure H&S audit cycle in place	Responsible- implement Trust H&S policies and procedures; annual H&S report to AC	Supporting- monitoring compliance
Strategically manage trust estate	Accountable- approve estates & capital plans Responsible- (EPC)	Responsible- develop trust estates and capital plans in accordance with good estate management system	Informed- of the trusts estate plan	
Maintenance and care of buildings	Accountable- for building safety	Responsible- ensure condition reporting is in place and for	Responsible- work with estates team to support delivery of maintenance and	

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	Responsible- (EPC)	appropriate deployment of capital funding	care of buildings	
Develop capital bids and allocations	Accountable- approve capital allocations Responsible- (EPC)	Responsible- lead on capital allocations and bids		
Manage lettings		Supporting- oversee and advise on academy lettings across the trust	Responsible- manage academy lettings and use of academy buildings	
Manage disposal/ acquisition of land	Accountable- approve proposals Responsible- (EPC)	Responsible- propose and manage process		Ti
IT and EdTech – Online Safety, Cyber Security & EdTech Strategy				
Online Safety (Filtering, Monitoring, Policy & Practice)	Accountable – approve Online Safety Policy (SGC) Informed – of Online Safety audits and relevant trends/data (SGC)	Responsible - write Online Safety policy and procedures in alignment with statutory guidance, deliver Online Safety support to academies, ensure Online Safety audit cycle in place. Oversee procurement, implementation & compliance of filtering and	Responsible - implement Trust Online Safety policy and procedures (including annual Online Safety audit). Ensure there is a nominated school Online Safety Lead within safeguarding team.	

Delivery Area	Trust Board	CEO and Executive Team	Headteacher/ Principal	Academy Council
		monitoring solutions.		
Cyber Security (Technical Controls, Training & Resilience)	Accountable – ensure Cyber risk is monitored and mitigated, approve Cyber audit plans (ARC) Informed – of cyber audit compliance, and cyber control changes and progress (ARC)	Responsible - maintain Trust-wide Cyber security standards and strategy in alignment with statutory guidance and best practice, conduct regular Cyber audits	Responsible - ensure staff complete mandatory Cyber training, and ad-hoc training as required. Supporting - promote cyber-safe culture in school (Think before you click: reporting incidents, or checking before acting if unsure)	
EdTech and AI Strategy and Implementation	Accountable – approve EdTech and AI strategy (ESC) Informed – of EdTech and AI strategy progress and impact (ESC)	Responsible - develop and implement Trust-wide EdTech and AI strategy, policies, framework, and associated investments in line with education and operational priorities, and in alignment with statutory and best practice guidance	Responsible - ensure school engagement with EdTech strategy, implementation of relevant policies and frameworks (e.g. AI policy & EdTech Framework), nominate and enable the School EdTech Lead. Supporting - champion effective use of EdTech in teaching and learning	