

Scheme of Delegation

Approval Body:	Board of Trustees
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Author:	CFOO
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Introduction

All multi-academy trusts are required to have a scheme of delegation which details delegation of governance functions. This should be reviewed annually. It should be published on the Trust's website and included in the induction of trustees, senior leaders and local governance. We have referred to the Confederation of School Trust's checklist to help develop a clear and comprehensive scheme of delegation.

Decision making matrix:

Responsible: the body, individual or team that carries accountability for this area and is the decision maker where decisions or formal approval are required.

Recommend: the body, individual or team responsible that makes recommendations in this area to the decision maker or decision-making body.

Deliver (Implement): the body, individual or team responsible for implementing and delivering the work in this area in line with the agreed policy or plan.

Area	Key responsibilities	Board of Trustees	Trust Leadership Team	Headteacher
Strategic Leadership				
Vision and Culture	Trust statements of vision, values, ethos and mission	Responsible	Recommend Deliver	Deliver for the Academy
	Trust strategic direction, development priorities and associated KPIs/metrics by which progress will be assessed	Responsible	Recommend Deliver	Deliver for the Academy
Governance Function (General)	Holding Leadership Team to account for the performance and organization performance overall, including the effective implementation of the Trust's strategic plan	Responsible Deliver		
	Scheme of Delegation	Responsible	Recommend Deliver	Deliver for the Academy
	Board & Sub-Committees (including local committees) Terms of Reference	Responsible Deliver	Recommend	

	Trust Policies	Responsible	Recommend Deliver	Deliver for the Academy
	Monitoring implementation of policies to ensure compliance	Responsible	Deliver	Deliver for the Academy
	Recording & publishing pecuniary and business interests	Responsible	Deliver	Deliver for the Academy
	Changes to the Trust's Articles of Association	Recommend (to Members)	Deliver	
	Self and external review of effective governance	Responsible	Deliver	
	School or academy trust joining Tenax	Responsible	Recommend Deliver	
	Due diligence for schools potentially joining the Trust	Responsible	Recommend Deliver	
	Restricting responsibilities of Local Committees	Responsible	Recommend Deliver	
	Board induction, training and review	Responsible	Recommend Deliver	
	Succession planning for Board and CEO	Responsible Deliver		
	Succession planning for Leadership Team posts (except CEO)		Responsible Deliver	
	Appointment of Chair and Vice-Chair	Responsible Deliver		
	Expectations of Trustees' conduct	Responsible Deliver	Recommend	
	Expectations of local governors' conduct	Responsible	Recommend Deliver	
Governance Function (Appointments)	Board Committee membership; appointment and removal of Committee members & Chairs & nominating Lead Trustees	Responsible Deliver		
	Appointment and removal of Local Committee Chairs	Responsible	Recommend Deliver	

	Appointment and removal of Clerk to Trust Board/Governance Professional	Responsible	Recommend Deliver	
	Appointment of Clerks to Local Committees		Responsible Deliver	Recommend
	Appointment of External Auditors	Recommend (to Members)	Deliver	
	Appointment of Internal Auditors	Responsible	Recommend Deliver	
Equalities	Meet requirements of equalities legislation and guidance including the equality duty	Responsible	Recommend Deliver	Deliver for the Academy

Area	Key responsibilities	Board of Trustees	Trust Leadership Team	Headteacher
Accountability and Assurance				
Provision of Education	Pupil standards and achievement	Responsible	Recommend Deliver	Deliver for the Academy
	Curriculum model for the academy(ies)		Responsible	Recommend Deliver
	Assessment processes		Responsible	Recommend Deliver
	Production & analysis of pupil data		Responsible	Deliver for the Academy
	Pupil attendance	Responsible	Recommend Deliver	Deliver for the Academy
	Pupil behaviour	Responsible	Recommend Deliver	Deliver for the Academy
	Christian Distinctiveness (Church academies only)	Responsible	Recommend Deliver	Deliver for the Academy
	Trust/School Improvement Offer	Responsible	Recommend Deliver	Deliver for the Academy
	Academy targets/school improvement plans		Responsible	Recommend Deliver
	Academy self-evaluation process		Responsible	Deliver

	Delivery of EYFS in line with statutory requirements	Responsible	Recommend Deliver	Deliver for the Academy
Inclusion and SEND	Legal responsibilities regarding SEND	Responsible	Recommend Deliver	Deliver for the Academy
	SEND policy, local offer and implementation	Responsible	Recommend Deliver	Deliver for the Academy
	Safeguarding and Prevent policies, processes and compliance	Responsible	Recommend Deliver	Deliver for the Academy
	Policies and processes for children and risk	Responsible	Recommend Deliver	Deliver for the Academy
	Develops multi-agency links to support vulnerable pupils		Responsible Deliver	Responsible Deliver for the Academy
Risk	Management of Risk, including the Trust Risk Register, risk controls and mitigating actions	Responsible	Recommend Deliver	
	Compliance with regulatory, contractual, and statutory requirements, including safeguarding	Responsible	Recommend Deliver	Deliver for the Academy
	Linking relevant academy risks into the Trust's risk register	Responsible	Recommend Deliver	
	Taking actions to address issues identified in internal and external audit reports	Responsible	Deliver	
Finance	Financial performance and sustainability of the Trust	Responsible	Recommend Deliver	
	Assurance of the integrity of financial information	Responsible	Deliver	
	Trust wide financial compliance and probity	Responsible	Deliver	
	Financial policies, process and financial authorisations	Responsible	Recommend Deliver	Deliver
	Setting of annual and 3-year Trust Budgets	Responsible	Recommend Deliver	

	Setting annual academy budgets		Responsible	Recommend Deliver
	Trust procurement policy & processes	Responsible	Recommend Deliver	
	Financial transactions and quotation approvals as indicated in the Scheme of Financial Delegation	Responsible	Recommend Deliver	Deliver
	DfE financial returns and annual reports	Responsible	Recommend Deliver	
	Academy deficit-recovery plans	Responsible	Recommend Deliver	Deliver for the Academy
	Effective use of ear-marked funding (eg SEND, Pupil Premium, Sports Premium)	Responsible	Deliver	Deliver for the Academy
Premises, estates and assets	Health & Safety across the Trust, including policies and procedures and monitoring	Responsible	Recommend Deliver	Deliver for the Academy
	Reporting on statutory requirements eg RIDDOR		Responsible Deliver	
	Strategic management and maintenance of the Trust estate	Responsible	Recommend Deliver	Deliver for the Academy
	Compliance and reporting on capital projects	Responsible	Recommend Deliver	
People	Trust staff structure	Responsible	Recommend Deliver	
	Academy staff structure		Responsible	Recommend
	Appointment and removal of CEO (and Accounting Officer)	Responsible Deliver		
	Appointment of CFO	Responsible	Recommend Deliver	
	Appointment and removal of other Trust Leadership Team		Responsible Deliver (CEO)	

	Appointment of Headteacher and those on Leadership pay scheme		Responsible Deliver	
	Appointment of other academy staff		Responsible	Recommend Deliver
	Quality of leadership and management across the Trust	Responsible	Deliver	
	Compliance with employment legislation	Responsible	Recommend Deliver	Deliver for the Academy
	Professional development and performance management of the CEO including setting clear objectives	Responsible Deliver		
	Professional development and performance management of the Trust's Leadership team including setting clear objectives		Responsible Deliver (CEO)	
	Professional development and performance management of headteachers and central team		Responsible Deliver	
	Professional development and performance management of academy staff			Responsible Deliver
	Setting key employment policies (performance review & development, pay, disciplinary, grievance, capability, recruitment & selection, whistleblowing procedures)	Responsible	Recommend Deliver	Deliver
	Setting pay levels, including executive pay	Responsible	Recommend Deliver (except CEO)	

Area	Key responsibilities	Board of Trustees	Trust Leadership Team	Headteacher
Strategic engagement with stakeholders				
Admissions	Legal compliance including admission arrangements	Responsible	Recommend	Deliver
	Admission appeals	Responsible	Recommend	Deliver (through a panel)
Exclusions	Exclusions policy	Responsible	Recommend	Deliver for the Academy
	Fixed term and permanent exclusions	Responsible	Recommend	Deliver (& any hearings through panel)
Data Protection	Requirements of GDPR and data protection legislation	Responsible	Recommend Deliver	Deliver for the Academy
	Requirements under SAR and FOI	Responsible	Recommend Deliver	
	Website compliance	Responsible	Recommend Deliver	Deliver for the Academy
	GIAS and Companies House compliance	Responsible	Deliver	
Complaints	Complaints Procedure	Responsible	Recommend Deliver	Deliver for the Academy
	Complaints about school staff (except Headteacher)		Responsible	Deliver for the Academy
	Complaints involving Headteacher		Responsible Deliver (via Chair of Governors)	
	Complaints about local governor(s)		Responsible Deliver	
	Complaints about CEO or Trustee(s)	Responsible Deliver		
	Complaints about central team staff (except CEO)		Responsible Deliver	

Relationships with Stakeholders and Communications	Strategic relationships with stakeholders	Responsible	Recommend Deliver	Deliver for the Academy
	Communications strategy to engage stakeholders	Responsible	Recommend Deliver	Deliver for the Academy
	Obtain the views of various stakeholder groups	Responsible	Recommend Deliver	Deliver for the Academy

Scheme of Delegation: Members

The roles and responsibilities of Members are set out in the Trust's Articles of Association. The Members have the following specific responsibilities:

- To ensure the Directors are exercising effective governance of the Academy Trust
- To appoint and remove Directors
- To appoint and remove Members
- By special resolution, to issue direction to Directors to take specific action
- To make amendments to the Articles of Association, subject to any restrictions created by the funding agreement or charity law.
- To appoint and remove the Trust's external auditors

To carry out their functions the Members must meet annually at the Annual General Meeting (AGM), and may meet on other occasions, should they determine, that additional meetings will enable them to better carry out their role.

At the AGM, the Members must:

- Receive the annual audited accounts
- Receive an annual update on the progress of the Trust

And at the AGM Members should consider issues that emerge from the annual audited accounts

Scheme of Delegation: Board's Sub-Committees

The composition, role and responsibilities and delegated powers of the Board's Sub-Committees are defined by their Terms of Reference. These are reviewed and approved annually by the Board of Trustees.

Scheme of Delegation: Local Committees

Local Committees' work is defined by their Terms of Reference. These are reviewed and approved annually by the Board of Trustees.

They also have a number of decision-making roles as per Tenax policies:

- Local Committee members will convene to uphold or rescind the Headteacher's decision to permanently exclude a pupil, working in line with trust policy and national guidance. They may also be called to consider reinstatement of a pupil who has been suspended within certain conditions
- Local Committee members will convene to consider applications for admissions where the school does not engage with the services of the Local Authority admissions department. Governors may be requested to attend any appeals hearings on behalf of the school
- Manage school level complaints in accordance with the relevant policies