Keystone Academy Trust Scheme of Delegation September 2025

	Task	Members	Trust board	Standards	Finance, Audit and Risk committee	CEO / Executive team	CFO	Lead governance professional	Local Governing Board	Headteachers	* Consult/seek consent from Diocese?	Notes
1. Trust Governance												
1.1	Appoint/remove members	A/R									C	
1.2	Appoint/remove trustees	A/R	A/R								C	
1.3	Elect Chair/Vice Chair of Trustees annually		A/R									Inline with DfE guidance
1.4	Appoint committee chairs annually and remove when necessary		A/R									
1.5	Determine powers of Chair of Trustees in urgent situations		A/R									
1.6	Establish and review trust governance structure		A/R								C	
1.7	Agree named safeguarding trustee		A/R									
1.8	Agree named trustee for special educational needs and disabilities (SEND)		A/R									
1.9	Agree named careers trustee *(required in secondary schools)*											
1.10	Appoint trust governance professional		A/R									
1.11	Undertake trust governance professional appraisal annually		A			R						
1.12	Articles of association: review		A/R								C	
1.13	Articles of association: ratify changes	A/R										
1.14	Agree scheme of delegation and complete annual review		A			R			C		C	
1.15	Agree committee terms of reference (including academy committees) and complete annual review		A			R			C	C	C: Church academies	
1.16	Agree role description for link governor/trustee areas		A/R									
1.17	Agree trust board and committee meeting dates and agendas		A			R		R				
1.18	Commission external review of trust board effectiveness every three years and implement a CPD programme as required, including, as needed for church school distinctiveness	C	A/R			C						
1.19	Complete annual trust board self-evaluation and implement a CPD programme as required		A/R						C			

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1.20	Publish governance arrangements on trust and academy websites					A		R				
1.21	Ensure trust and academy websites are compliant and effective		A			R				R - school		
1.22	Maintain compliance on GIAS and Companies House					A		R				
1.23	Submit annual report on the performance of the trust to members		A			R						
1.24	Maintain register of interests		A					R				
1.25	Maintain a trustee/governor expenses policy				A		R					
1.26	Approve statutory policies		A			R	R		A - school	R - school	C - CE admissions policies	
1.27	Ensure there is a clear approach to trust-wide policies and the maintenance and adoption of these across the trust					A/R						
1.28	Appoint/remove academy committee chairs		A						R			
1.29	Appoint/remove academy committee members (local governors)		A						R		C: foundation governors in Church academies	
1.30	Agree academy committee clerking arrangements					A		R	C			
1.31	Appoint and dismiss local clerks					A		R	C			
1.32	Agree academy committee meeting dates and agendas, ensuring trust-wide consistency					A		R	C	C		
1.33	Complete periodic review of local governance and implement CPD programme as required		A					R	R			
1.34	Set clear expectations on monitoring and visits to schools		A			R			R			
1.35	Ensure board reporting channels are established		A			R		R				
1.36	Agree remit and constitution of any working party established to support trust's strategic objectives		A			R						
2. Vision and Strategy												
2.1	Determine trust's vision, strategy, ethos/culture and key priorities		A			R				C		
2.2	Determine and monitor school's vision, strategy, ethos/culture and key priorities, including Christian vision for church schools					C			A	A/R	C - Church schools	

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	2.3	Develop engagement channels with key stakeholders in line with trust vision and priorities and monitor the impact					A				R	C: Church stakeholders	
	2.4	Agree trust growth strategy		A			R					A/C	Approval by Diocese where CE schools seeking to join the MAT.
	2.5	Determine non-statutory trust-wide policies					A/R						
	2.6	Determine academy level policies					A				R		
	2.7	Evaluate effectiveness of school leaders self assessment, including judgement against the SIAMS and Ofsted framework		A			A				R		
3. Finance													
	3.1	Appoint and performance manage chief financial officer (CFO)					A/R						
	3.2	Produce trust's financial manual to further expand on processes relating to delegated financial powers		A		R		R					
	3.3	Produce annual report and accounts		A		R	R	R					
	3.4	Submit required financial reports and returns						A/R					
	3.5	Agree budget plan to support delivery of trust strategic priorities		A			R	R					
	3.6	Agree budget plan to support delivery of academy strategic priorities					A	R			R		
	3.7	Monitor trust budget		A		R	R	R					
	3.8	Approve long term financial plans		A/R			R	R					
	3.9	Develop and submit three-year budget forecast					A	R					
	3.10	Carry out benchmarking and trust-wide value for money evaluation					A	R					
	3.11	Agree reporting and monitoring arrangements for trust and academy budgets				A		R			R		

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3.12	Prepare management accounts every month setting out the trusts financial performance and position		To be shared with Chair of Trustees every month and circulated at every full trust board meeting		A		R					
3.13	Approve expenditure/contracts above a specified threshold		A			R	R			R		
4. Operations												
4.1	Appoint and remove external auditors	A			R		R					
4.2	Receive external auditor's report	A			R							
4.3	Ensure ATH requirements relating to the review of the external auditor's plans, findings and effectiveness are adhered to				A		R					
4.4	Action recommendations arising from internal audits					A	R					
4.5	Agree and deliver a programme of internal scrutiny ensuring the effective use of external third-parties to support the trust				A		R					
4.6	Agree risk management policy				A	R						
4.7	Oversee the risk register and undertake a full review at least annually				A	R						
4.8	Undertake termly review of risk register, including the impact of SIAMS/Ofsted judgements				A	R			R - school			
4.9	Manage and report on risk mitigation strategies				A	R	R			R		
4.10	Maintain trust contingency and business continuity plans					A/R						
4.11	Monitor implementation of, and compliance with, health and safety policy and procedures at academy level					A			R	R		
4.12	Agree premises management documents, including estate vision, estate strategy and asset management plan					A/R					C	
4.13	Monitor academy estates to ensure they are safe and well-maintained				A				R	R		
4.14	Ensure that there is suitable expert support on health and safety					A/R						

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4.15	Secure suitable insurance (commercial and/or the risk protection arrangement (RPA)) for the trust					A	R					
4.16	Develop a cyber security framework					A/R						
4.17	Agree on proportionate controls that address the risks of fraud, irregularity and theft through relevant policies and processes				A	R						
4.18	Ensure there is adequate company secretarial support		A									
4.19	Appoint a data protection officer (DPO)				A	R						
4.20	Complete and maintain Single Central Record (SCR)					A/R				A/R - school		
4.21	Receive routine reports on the status of the SCR			A		R				R - school		

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5. Workforce												
Appointing/ dismissing	5.1 CEO/Accounting Officer		A/R								C	
	5.2 Other executive team staff					A/R						
	5.3 Headteacher					A/R			C		C: Church academies	
	5.4 Academy level staff members									A/R		
	5.5 Redundancy (all staff levels)		A		R	R/C				R		Trust board approves process and appoints Restructure committee (3 trustees) to ratify any changes to approved business case during consultation. CEO/Exec team is consulted throughout. HT is responsible to carrying out the process as specified in business case and in line with Redundancy Policy. Appeal panel required in event of compulsory redundancy (3 x trustees previously not involved)
Provide effective and supportive performance management and determining pay/progression	5.6 CEO		A/R									
	5.7 Other staff members of executive team					A/R						
	5.8 Headteacher					A/R			C			
	5.9 Academy level staff members									A/R		

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Undertake panel hearings for staffing procedures such as disciplinary, grievance and capability matters	5.10 CEO		A/R									
	5.11 Other staff members of executive team		C			A/R						
	5.12 Headteacher					A/R			C			
	5.13 Academy level staff members					C				A/R		Inline with Concerns and Complaints Policy involvement changes at different stages.
	5.14 Determine executive team staffing structure		A			R	C					
	5.15 Determine academy level staffing structure					C	C			A/R		
	5.16 Ensure appointment of DSLs and deputy DSLs					A				R		
	5.17 Ensure appointment of SENCOs					A				R		
	5.18 Ensure there is effective school improvement capacity within, or accessed by, the trust					A/R	C			C		
	5.19 Monitor compliance with safer recruitment requirements			A		R				R		
	5.20 Monitor staff wellbeing and workload and adapt policies as necessary				A	R			R	R		
	5.21 Monitor staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD				A	R			A - not CPD	A/R - school		
6. Curriculum												
	6.1 Approve school curriculum					C			C	A/R		
	6.2 Agree equality information and objectives (public sector equality duty) statement and monitor delivery		A			R				R		
	6.3 Ensure provision of religious education and monitor the effectiveness, providing support where required		A			R				R	C: Church academies	
	6.4 Ensure delivery of collective worship and monitor the effectiveness, providing support where required					C				A/R	C: Church academies	
	6.5 Monitor and evaluate the extent to which learning experiences intentionally and relentlessly celebrate equity, diversity, belonging, inclusion and justice in all aspects of schools life					A				A/R		

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	6.6	Deliver provision of statutory careers education (secondary)											
	6.7	Monitor the inclusiveness of the curriculum					A			R	R		

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7. Pupils and Learning Support													
	7.1	Ensure high standards of teaching and learning					A				A/R		
	7.2	Set targets for pupil outcomes across trust and monitor in-year data termly			C		A/R			C	A/R		
	7.3	Agree school improvement strategies		C			A/R			C	A/R		
	7.4	Determine use and monitor impact of pupil premium								A	R		
	7.5	Determine use and monitor impact of sports premium								A	R		
	7.6	Set the dates of school terms and holidays		C			A/R						
	7.7	Set the times of school sessions					C			C	A/R		
	7.8	Monitor attendance and persistent absence of pupils			C		A			R	R		
	7.9	Ensure effective and compliant trust-wide SEND provision			A		R				R		
	7.10	Regularly monitor compliance with SEN code of practice					A/R				A		
	7.11	Monitor effectiveness of SEND provision at an academy level, ensuring compliance with relevant policies and statutory requirements					R			R	A/R		
	7.12	Monitor progress and attainment for all vulnerable children			A		R			A	A/R		
	7.13	Monitor support for looked after and previously looked after children			A		R			A	A/R		
	7.14	Monitor pupil behaviour data across different pupil groups			A		R			A	A/R		
	7.15	Ensure careers provider access across trust											
	7.16	Review headteacher decision to suspend/exclude pupils			A		A			R	R		
	7.17	Monitor rates of suspension and exclusion across the trust			A		R			R	R		
	7.18	Ensure school food standards are met for pupils				A	A			R	A/R		
	7.19	Ensure free school meal provision is adequately implemented				A	A			R	A/R		
	7.20	Ensure the provision of universal infant free school meals					A			R	A/R		
	7.21	Deliver inclusive extra-curricular activities								C	A/R		
	7.22	Monitor children's wellbeing and how this is actively supported					R			R	A/R		
	7.23	Monitor provision and outcomes for EAL pupils			A		R			R	R		

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	7.24	Monitor safeguarding arrangements at academy level, ensuring compliance with relevant policies and statutory requirements.			A		A			A	A/R		
8. Parents and Community													
	8.1	Implement admissions appeal process									A/R		
	8.2	Review complaints at panel stage		A			C			R	C		
	8.3	Monitor all complaints raised (including through external agencies e.g. LA, ESFA and Ofsted) across the trust		A			R			R	R		
	8.4	Engage and champion key stakeholders at academy and trust level, including the LDBE and local church/parish		A			R			A	R	C	

Key	
A Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible	Responsible for delivery and does the work to achieve the task. Can be shared between groups/individuals.
C Consulted	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.
Consult/seek consent from diocese	Academy trusts using Church model articles are required to involve and seek consent from the Diocesan Corporate Member on delegated matters pertaining to church academies, as indicated.

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Based on NGA model delegation matrix February 2025