

SCHEME OF DELEGATION 1

Academic Year 2025-2026

*At the start of the 2025-26 academic year, this Scheme of Delegation applies to **all** Primitas academies.
None of academies has an amended SoD which has been rationalized in order to respond to concerns with particular areas of performance, leadership or governance.*

INTRODUCTION

Why Are Schemes Of Delegation Required In Multi Academy Trusts?

A MAT's Board of Trustees is accountable in law for all decisions about all of its academies. However, this does not mean that the Trustees (or the Members, who the Trustees are directly answerable to) are expected to or should make all of the decisions themselves. Decision-making needs to be delegated to other key personnel and teams, such as Sub-Committees, the Executive Headteacher/CEO, other Executive Leaders, the Central Team, Local Governing Bodies and the Headteachers of individual academies. The delegation of decision-making is made by the full Board of Trustees and a Scheme of Delegation (SoD) is the resulting document which provides a simple, clear and systematic way of ensuring that the above parties know who has responsibility for decision-making in key areas. An effective Scheme of Delegation is not complex nor is it intended to be a prescriptive list of instructions or stipulations; it is a simple, top-level, overarching document, covering key decision-making requirements and making it clear where the decision-making lies in key areas. Without a formal, recorded scheme of delegation, the individual or committee has no power to act.

It is advisable that Local Governing Bodies (LGBs) of schools looking to join a MAT need to see and clearly understand the Trust's approach to delegated decision-making, in order to ascertain the extent to which they will be expected and empowered to actually 'govern' as opposed to simply operating in an advisory capacity as a Local Advisory Board which provides advice and recommendations but leaves decision-making to the Trust Board.

Format, Structure and Clarity

For a scheme to be fit for purpose, it needs both detail and clarity, without the use of overly complicated terminology. It needs to help prevent confusion and misunderstanding which could lead to a loss of trust, damaged working relationships and inefficient operations. Furthermore, decision making should be displayed in a simple, succinct and clear format. Therefore, Primitas has followed NGA recommendations to have a grid format with columns. This enables stakeholders to quickly determine who has the power to take which decisions within the Trust and where advice, support and guidance for the decision-maker may come from. We have also followed the NGA's recommendation to ensure that our SoD reflects both the Governance Framework and the three Core Functions of Governance:

1. People 2. Systems & Structures 3. Reporting (*The Governance Framework*)

4. Being Strategic 5. Holding to Account 6. Ensuring Financial Probity. (*The Three Core Functions of Governance*)

In addition, we have included section **7.** to our SoD, focusing on Curriculum and Pupil-Related Issues, to reflect and emphasise the fact that we are first and foremost an educational venture, not a business venture and we want to provide clarity on the responsibility for decision-making on a range of key educational issues.

Reviewed and Adapted

The SoD should be regarded as a working document and used as such. It is unavoidable that there will sometimes be grey areas or blurred lines when it comes to who is exactly responsible for what, but effective, open and honest communication within the Trust is always encouraged and will help to clarify issues and iron-out any problems. Furthermore, as MATs develop, grow and mature, the needs and workings of the MAT, both in terms of governance and management, are likely to change. Therefore, together with the MAT structure, it is imperative that SoDs are reviewed annually (or when circumstances dictate) by the Trust Board and changes are made accordingly to aid clarity. Making changes should therefore not be seen as a failure, but recognition of the ability to be responsive and adaptable. It is, however, important to ensure that all parties are consulted and made aware of any changes that are proposed and what these mean in practice.

Delegating Responsibility to Local Governing Bodies

Our Trust believes that LGBs are able to scrutinise key areas of a school's performance and financial probity in greater depth and with a more detailed understanding of the school's local context, than the Trust Board. Therefore, in line with the concept of Empowerment, one of our Trust's Core Values, we advocate a high level of delegated responsibility and decision-making to our LGBs. We believe that LGBs have a critical "eyes and ears" role that both the Trust and LGBs themselves need to take seriously in order to discharge the governance responsibilities of ensuring that voices are heard, account is rendered and school improvement is driven effectively at local level. Our Trust Board seeks to ensure that the responsibility to actually govern (and not just advise) is vested in those who serve on LGBs, who will see and feel the impact of the decision-making in a more real, immediate and tangible way than Trustees, who have a more distant, strategic oversight. However, if there are concerns with the effectiveness or performance of a LGB, the Trust has the legal and moral responsibility, if deemed to necessary, to intervene and make the required changes.

THE SCHEME OF DELEGATION FOR PRIMITAS ACADEMIES (CATEGORY 1 : SUSTAINABLY SECURE)

As a Trust, we place great importance on the core value of 'Empowerment.' However, we recognize that, as the MAT grows and develops, there will be schools at different stages of development with Local Governing Bodies at differing levels of strength and effectiveness. Schemes of Delegation for individual academies will therefore be reviewed on a regular basis (or when circumstances dictate) and amended accordingly, if necessary to meet their particular needs.

With this in mind, the following Scheme of Delegation is the default scheme for Academies which are Category 1:Sustainably Secure

Scheme of Delegation: Key of Column Headings & Contents

M: Members, the top tier of our Trust's governance.

TB: The Trust Board of our Multi Academy Trust

AC: The Trust Board's Audit Committee

CEO: The MAT's chief executive. Sometimes decisions/actions that are within the remit of the CEO will be made/ taken by another member of the central team with specific responsibilities (*E.g* the CFO or Trust SEND professional) under the direction of/on behalf of the CEO.

LGB: Local Governing Body

HT: Headteacher of local academy (Sometimes decisions/actions that are within the remit of the HT will be made/ taken by other members of the academy's SLT with specific responsibilities (*E.g* the Director of Finance or SENDCo) under the direction of/ on behalf of the headteacher.

 Function cannot be legally carried out here.

✓ Accountable for decision/key action at Trust level.

✓ Accountable for decision/key action at local level

A Advice/support/consultation provided by those accountable for decisions/key actions at Trust level

A Advice/support/consultation provided by those accountable for decisions/key actions at local level

< > Direction of advice/support/consultation

Area of Decision-Making		Delegation					
		M	TB	AC	CEO	LGB	HT
1. People	1. Members: <i>Appoint/Remove</i>	✓					
	2. Trustees: <i>Appoint/Remove</i>	✓	✓				
	3. Local governors: <i>Appoint/Remove</i>					✓	
	4. Role descriptions for Members: <i>Agree</i>	✓					
	5. Role descriptions for Trustees: <i>Agree</i>		✓		<A		
	6. Role descriptions for Local Governors: <i>Agree</i>		✓		<A	<A	
	7. Parent Trustee: <i>Elect</i>		✓				
	8. Parent & Staff Governor for LGBs: <i>Elect</i>					✓	
	9. Board committee chairs: <i>Appoint/Remove</i>		✓		<A		
	10. LGB chairs: <i>Appoint</i>		A>			✓	
	11. LGB chairs: <i>Remove</i>		✓			<A	
	12. Governance Professional to Trust Board: <i>Appoint/Remove</i>		✓				
	13. Governance Professional to LGB: <i>Appoint/Remove</i>					✓	
NOTES.							
7. We have no parent trustees on the Trust Board at the moment. We don't need any as long as there are parent governors on LGBs.							
8. LGBs will need to retain Parent Governors as there are no Parent Trustees on the current Trust Board.							
10. The LGBs will appoint their own Chair but may request and take advantage of the support of the Board if the appointment process is proving difficult.							

Area of Decision-Making		Delegation					
		M	TB	AC	CEO	LGB	HT
2. Systems and Structures	1. Articles of Association: <i>Review & Agree</i>	✓	<A		<A		
	2. Governance & Organisational Structure (incl. committees) for whole trust: <i>Establish and review annually</i>		✓		<A		
	3. Scheme of Delegation & Terms of Reference: <i>Establish and Review Annually</i>		✓		<A	<A	
	4. Skills Audits for Trust Board: <i>Complete and recruit to fill gaps</i>		✓		<A		
	5. Skills Audits for LGB: <i>Complete and recruit to fill gaps</i>					✓	
	6. Annual Self-Review of Trust Board and Trust Committees: <i>Complete annually</i>		✓				
	7. Annual Self-Review of LGBs: <i>Complete annually</i>					✓	
	8. Chair of Trust Board's performance: <i>Carry out 360 review periodically</i>		✓				
	9. Chair of LGB's performance: <i>Carry out 360 review periodically.</i>					✓	
	10. Trustee contribution: <i>Review annually</i>		✓				
	11. Local Governor contribution: <i>Review annually</i>					✓	
	12. Succession - Trust Board: <i>Plan</i>		✓				
	13. Succession - LGB: <i>Plan</i>					✓	
	14. Annual calendar of business (Yearly Planner) for Trust Board: <i>Agree</i>		✓		<A		
	15. Annual calendar of business (Yerly Planner) for LGB: <i>Agree</i>		A>			✓	<A
NOTES							
5,7,9,11,13 Although the LGB has delegated responsibility in these areas, it is perfectly acceptable within this scheme for the LGB to seek advice and support from the Trust Board in order to help them carry out these functions effectively. The LGB Forum will provide regular opportunities to discuss these matters if the need arises.							
15. The LGB will receive advice and recommendations from the Trust Board, via the Governance Professional, to ensure that the LGB's Yearly Planner has synergy with the Trust's Yearly Planner calendar.							

Area of Decision-Making		Delegation					
		M	TB	AC	CEO	LGB	HT
3. Reporting	1. Trust governance details published and updated on Trust website: <i>Ensure</i>		✓		<A		
	2. Academy governance details published and updated on individual Academy's website: <i>Ensure</i>					✓	<A
	3. Annual report on the work and performance of the Trust: <i>Submit To members at AGM and publish</i>		✓		<A		
	4 Annual report to the Trust Board on the work and performance of the Trust: <i>Submit to Board</i>		A>		✓		
	5. Annual report on work and performance of LGBs: <i>Submit to Trust Board</i>		A>			✓	
	6. Termly report of work and performance of the Trust's academies: <i>Submit to Trust Board</i>				✓		<A
	7. Termly report of individual Academy performance: <i>Submit to LGB</i>				A>		✓
	8. Register of all the business and pecuniary interests of Trustees and Members: <i>Establish and publish</i>		✓				
	9. Register of all the business and pecuniary interests of Local Governors: <i>Establish and publish</i>					✓	
	10. Annual financial report and accounts: <i>Approve</i>		✓	<A	<A		
	11. Annual financial report and accounts: <i>Receive</i>	✓					
	12. Annual financial report and accounts: <i>Submit</i>		✓				
NOTES							
5 The Trust Board does not expect a formal, detailed written report. The LGB Forum will be used as the platform to receive detailed verbal updates from the LGBs which will then form the basis of professional discussions and the sharing of best practice with regards to local governance. These updates and discussions will then be shared with the full Trust Board							
8&9 Should include accounting policies, signed statement on regularity, propriety & compliance and a governance statement demonstrating value for money. Pecuniary interests are a little more far-reaching than financial interests and governors and trustees need to be aware of this distinction when publishing such interests.							

Area of Decision-Making		Delegation					
		M	TB	AC	CEO	LGB	HT
4. Being Strategic	1. Determine Trust-wide policies which reflect the trust's ethos and values: <i>Produce</i>				<A		
	2. Determine Trust-wide policies which reflect the trust's ethos and values: <i>Review and Approve</i>		✓				
	3. Determine Academy policies which reflect the academy's ethos and values: <i>Produce</i>						<A
	4. Determine Academy policies which reflect the academy's ethos and values: <i>Review and Approve</i>					✓	
	5. Central spend /management fees: <i>Agree</i>		✓	<A	<A		
	6. Identify, monitor and manage risks to the MAT's strategic aims: <i>Establish and review Trust risk register</i>		✓	<A	<A		
	7. Identify, monitor and manage academy-specific risks: <i>Establish and review academy risk register</i>				A>	✓	<A
	8. Engagement with stakeholders: <i>Maintain</i>	✓	✓	✓	✓	✓	✓
	9. Trust's vision & strategy, including key priorities and KPIs: <i>Determine & Review</i>		✓		<A		
	10. Academy vision & strategy, including key priorities and key performance indicators: <i>Determine & Review</i>		A>		A>	✓	<A
	11. CEO: <i>Appoint and Dismiss</i>		✓				
	12. Academy headteacher: <i>Appoint</i>		A>		A>	✓	
	13. Academy headteacher: <i>Dismiss</i>		✓		<A	<A	
	14. Academy SLT (apart from the headteacher): <i>Appoint/Dismiss</i>					A>	✓
	15. Academy staff (apart from SLT): <i>Appoint/Dismiss</i>						✓
	16. Central MAT staff: <i>Appoint and Dismiss</i>				✓		
	17. Plan and manage Trust budget to support delivery of Trust key priorities: <i>Agree</i>		✓	<A	<A		
	18. Plan and manage budget to support delivery of individual academy's key priorities: <i>Agree</i>				A>	✓	<A
	19. Trust's organisational and staffing structure: <i>Agree</i>		✓	<A	<A		
	20. Academy staffing structure: <i>Agree</i>					✓	<A
	21. Academy staffing structure: <i>Manage</i>						✓
	22. Fulfilment of PSED obligations as per Equalities Act, incl Specific Duties: <i>Maintain</i>	✓	✓	✓	✓	✓	✓
	23. Fulfilment of PSED obligations as per Equalities Act, incl Specific Duties: <i>Monitor, scrutinise and ensure</i>		✓			✓	

NOTES

- 1.&2. Trust-wide policies and statements include policies such as: Admissions, Charging & Remissions, Freedom of Information, HR Policies (Time-Off, Disciplinary etc)
- 3.&4. Academy policies include Behaviour, Teaching and Learning, Assessment, Safeguarding/Child Protection etc.
10. These are monitored, reviewed and evaluated through naturally occurring mechanisms such as SEF & ADIP, Headteacher's Report, peer to peer reviews.
18. The support to individual academies from the CEO with regards to managing their budgets will be facilitated by the CEO and will actually come via the CFO.

Area of Decision-Making		Delegation					
		M	TB	AC	CEO	LGB	HT
5. Holding to Account	1. Auditing and reporting arrangements for matters of compliance: <i>Agree</i>		✓	✓	<A>	✓	<A
	2. Trust arrangements for reporting on its performance & progress towards strategic priorities: <i>Agree</i>		✓		<A		
	3. Academy arrangements for reporting on its performance & progress towards strategic priorities: <i>Agree</i>				A>	✓	<A
	4. Performance management of the CEO: <i>Undertake</i>		✓				
	5. Performance management of Academy headteachers : <i>Undertake</i>				A>	✓	
	6. Performance management of senior leaders of Academies: <i>Undertake</i>						✓
	7. Monitoring of Trustees: <i>Agree Arrangements</i>		✓				
	8. Monitoring contributions of local governors: <i>Agree Arrangements</i>		A>			✓	
	9. Monitoring overall, ongoing performance and effectiveness of LGBs: <i>Agree Arrangements</i>		✓		<A		
NOTES							
1. Matters such as Safeguarding, H&S, Employment.							
5. This has very much got to be a collaboration between the CEO and LGB. In this scheme, however, the key decisions to arrange and carry out the performance management lies with the LGB, taking onboard the advice, guidance, support and recommendations of the CEO. The CEO will also need to Quality Assure the process. The LGB can ask the CEO to take the lead on managing the process on their behalf if necessary.							

Area of Decision-Making		Delegation					
		M	TB	AC	CEO	LGB	HT
6. Ensuring Financial Probity	1. Appoint Chief Finance Officer for delivery of trust's detailed accounting processes: <i>Manage the process</i>		✓	<A	<A		
	2. Trust's Scheme of Financial delegation: <i>Establish and review</i>		✓	<A	<A		
	3. School's scheme of financial delegation: <i>Establish and review</i>		✓	<A	<A		
	4. Annual audited accounts: <i>Approve at AGM</i>		✓	<A	<A		
	5. Annual audited accounts and accompanying report: <i>Receive at AGM</i>	✓	<A	<A	<A		
	6. Chief Executive Officer pay award: <i>Agree</i>		✓				
	7. Chief Finance Officer pay award: <i>Agree</i>		✓		<A		
	8. Academy headteacher pay award: <i>Agree</i>					✓	
	9. Staff appraisal procedure and pay progression: <i>Review and Agree</i>					✓	<A
	10. Benchmarking and Trust-wide value for money: <i>Ensure Robustness</i>		✓	<A	<A		
	11. Benchmarking and academy value for money: <i>Ensure Robustness</i>					✓	<A
	12. Trust-wide procurement strategies and efficiency savings programme: <i>Develop in partnership with CFO</i>				✓		
	13. Trust-wide procurement strategies and efficiency savings programme: <i>Review and approve</i>		✓	<A			
NOTES							
3. It is important not to confuse the Financial Scheme of Delegation with this overarching Scheme of Delegation							

Area of Decision-Making		Delegation					
		M	TB	AC	CEO	LGB	HT
7. Curriculum and Pupil-Related School Issues	1.Behaviour policy & practices which promote self-discipline, good behaviour, respect: <i>Develop, implement</i>				A>		✓
	2.Behaviour policy & practices which promotes self-discipline, good behaviour, respect: <i>Monitor, review, ensure</i>					✓	
	3. Governors' Disciplinary Committee : <i>Assemble and convene</i>					✓	<A
	4.Permanent exclusions: <i>Make decision and follow resultant, legal processes</i>						✓
	5. Permanent exclusions: <i>Review of headteacher's decision</i>					✓	
	6. Permanent Exclusion Appeals: <i>Form IRP & manage the process</i>		A>		✓		
	7.Trust-wide admission arrangements which apply to all academies: <i>Determine and publish</i>		✓		<A		
	8. Local Academy admissions policy and arrangements: <i>Determine and publish</i>					✓	<A
	9.Individual academy's admissions arrangements: <i>Manage the process in consultation with the LA</i>						✓
	10. Admissions appeals: <i>Manage the process</i>						✓
	11. Admission appeals complaints: <i>Manage the process</i>		A>		✓		
	12. Mid-year applications: <i>Admit/refuse and manage the process</i>						✓
	13. Statutory curriculum provision (incl. EYFS) plus effective QA of T&L : <i>Implement and develop</i>				A>		✓
	14 Statutory curriculum provision (incl.EYFS) plus effective QA of T&L: <i>Monitor, scrutinise & ensure</i>					✓	
	15. Pupil Premium strategy incl. spend plan: <i>Develop, implement</i>				A>		✓
	16.Ongoing implementation of Pupil Premium strategy <i>Monitor, scrutinise and ensure.</i>					✓	
	17. Cost-effectiveness and impact of Pupil Premium strategy: <i>Monitor, scrutinise and ensure.</i>					✓	
	18. Deployment of Designated LAC Teacher to support achievement of LACs: <i>Plan and implement</i>				A>		✓
	19. Effective deployment and impact of Designated Teacher: <i>Monitor, scrutinise, ensure</i>					✓	
	20.High quality, compliant SEND Provision: <i>Develop, implement</i>				A>		✓
	21. Ongoing fulfilment of statutory SEND provision: <i>Monitor, scrutinise & ensure</i>					✓	
	22. Creation of a culture of safeguarding vigilance by DSL: <i>Ensure</i>				A>	✓	
	23. Ongoing fulfilment of statutory safeguarding duties: <i>Monitor, scrutinise & ensure</i>						✓

	24 Dealing with staff safeguarding concerns: <i>Liaise with LADO & DSL and manage the process</i>						✓
	25. Statutory careers guidance programme for all secondary pupils: <i>Develop & Implement</i>						✓
	26. Ongoing fulfilment of statutory careers guidance: <i>Monitor, scrutinise and ensure</i>					✓	
	27. Scrutiny, challenge & support of headteacher re: all curriculum and pupil-related issues: <i>Ensure</i>				✓		
NOTES 19. The CEO will provide scrutiny, challenge and support via the Academy Health Check Meetings. These will then be shared with the Trust Board and triangulated with the LGB's scrutiny of the headteacher via the minutes of LGB Meetings and headteacher reports.							

