

Scheme of delegation checklists

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About this guidance

This guidance is published by the Confederation of School Trusts, in partnership with Trust Governance Professionals and Stone King LLP.

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Details in this guidance are correct as of September 2024.

Introduction

The scheme of delegation is a vital document that acts as a bedrock for good governance in a trust. It is a document that is, and should be, bespoke to every trust in order to describe how the trust board have decided to delegate responsibilities within the trust. The scheme of delegation should reflect the size, scale and structure of your trust. It must be easily 'readable' and able to be understood and used by all those involved in leadership and governance.

The executive and committees of the trust board draw their authority, legitimacy and power to make decisions from the scheme of delegation. The trust board should keep its strategic function in mind when exercising the power to delegate:

- Delegate as much as possible while retaining accountability; and
- Delegate as close to the point of impact as possible – consider subsidiarity.

Consider the following:

- Which decisions can be delegated to committees and which must be retained by the board?
- Do local school committees have the capacity and/or expertise required for significant decision making?
- Is there any duplication or lack of clarity as to who is responsible? This should be eliminated.
- What should be delegated to the executive?
- Once decisions are delegated, how will the board keep itself informed and assured?

Any decision taken under delegated powers is binding and immediately effective.



There are no automatic delegations to the chair of the trust board - the chair cannot take a 'Chair's Action' unless they have a delegated power to do so. This contrasts with maintained schools where the chair has this power under regulation. Any powers delegated to the chair must be set out in the scheme of delegation.

The scheme of delegation should be updated regularly to reflect the trust's changing operations and governance. The *Academy Trust Handbook* outlines that the financial delegations in trusts should be reviewed on an annual basis (section 2.4). CST recommends that the scheme of delegation be reviewed at least annually and at non-incremental inflection points, such as following significant growth or restructuring, to ensure it reflects the realities of your trust.

Effective practice is to draft the scheme of delegation with input from governance stakeholders, and once approved by trustees, to embed the document within your trust. The scheme of delegation must be published on your trust's website, and should be included in the induction of trustees, senior leaders and local governance.

Sources for the checklist

This checklist has been devised to help trusts develop clear and comprehensive scheme of delegation. The checklist draws directly from the Department for Education's (DfE) [Academy Trust Governance Guide](#) and Education and Skills Funding Agency's (ESFA) [Academy Trust Handbook](#). The source guidance is directly referenced throughout.

Using these checklists

The DfE has given academy trusts freedom to set out delegated authorities that fit their needs and that also reflect compliance requirements. In setting out the suggested areas that should be included (with a particular focus on operational delivery and compliance), the checklist will help to guide the development of your scheme of delegation. As outlined in the *Academy Trust Governance Guide*:

*"The scheme of delegation **must** set out the structure and delegated remit of the trust's members, its board and any committees (including any local committees in a MAT).*

An effective scheme of delegation will be written clearly so that everyone in and across the trust can understand the delegations and how this affects their role and that of others. The scheme of delegation will:

- *include details of all the board's committees, including the local committee in a MAT (whether decision-making or advisory), and explain the role and remit of each*
- *set out which governance powers are retained at board level, and which powers are delegated*
- *make clear where all key governance functions including vision and budget-setting, senior executive leader oversight and performance management, are exercised in respect of each academy, where the board governs a number of schools*



- *explain how the roles of those in the governance structures relates to that of key executive leaders (such as the senior executive leader, executive principals, regional directors, finance and HR directors) – this will help avoid duplication of work for example between the roles of the MAT executive leadership team and the local committee in holding individual academy leaders to account*
- *explain the circumstances in which the arrangements set out in the scheme may vary, including both the timeframe for the overall scheme being reviewed and updated, and any triggers that might lead the board to review or change levels of delegations*

Although trustees can choose to delegate certain powers, they cannot give up their legal duties to a third party – even to the members.” (Section 4.3.6)

When setting the scheme of delegation, trustees must allocate roles and responsibilities across a range of operational areas for each layer within the trust (members, trustees, executive team, school leaders, and – within a multi-academy trust – local governance).

The checklists below have been put together to provide a summary of areas that should be covered within the scheme of delegation. Whilst the checklists do not detail every possible area of delivery, and a scheme of delegation should be tailored to the delivery model of each trust, they act as useful lists of the minimum areas to be covered. Where relevant, a reference to the source government guidance is given, particularly for the areas that are compliance-focused. (The checklists focuses on guidance set out by the DfE and ESFA, and the core delivery areas involved in running a school trusts, and does not cover the full set of requirements arising from charity and company law.)

As the scheme of delegation outlines the responsibilities that are delegated by trustees, who are the legally liable body, the summary checklist is structured according to the three core functions of governance in trusts, as refreshed in the Academy Trust Handbook 2023 within section 1.10 on Board purpose:

“The academy trust is the legal entity with the board having collective accountability and responsibility for the academy trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements. The academy trust board provides:

- *Strategic leadership of the academy trust: the board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the trust’s culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier*
- *Accountability and assurance: the board has robust effective oversight of the operations and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well maintained*



- *Engagement: the board has strategic oversight of relationships with stakeholders. The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.”*

For the policies outlined in the tables below, the trust will decide how these documents are developed and approved between the trust board, board committees, executive team and local governance, in accordance with the approval levels outlined in the DfE’s [statutory policies for trusts guidance](#).

In addition to the use of a scheme of delegation (usually in the form of a table) which sets out which part of the governance and/or executive groups are carrying out which function in relation to a particular task (for example, setting a school’s budget), the trust board must also be specific in documenting how it is delegating the power to carry out that task to the individual or committee given that power (if it is delegated below trust board level). That delegation should be documented in a separate terms of reference document which is brought to the trust board for formal approval, and may also be accompanied by ‘link trustee’ roles in particular areas of trust delivery such as safeguarding.



Scheme of delegation summary checklist

Culture and engagement (Part one) and Governance of the trust (Part two)	Included?
Setting trust vision	
Setting trust culture and values	
Setting expectations for trustee conduct	
Fostering equality, diversity and inclusion including building a diverse board	
Ensuring transparency of information	
Engaging with stakeholders and religious authorities	
Adhering to the articles of association	
Strategy (Part three)	Included?
Setting the trust strategy	
Championing the trust strategy	
Reviewing progress against the strategy	
Setting school/ academy improvement plan in line with trust priorities	
Non-executive leadership (Part four)	Included?
Establishing a high performing governance structure including appointing board committees and academy committees	
Appointing chair and vice chair	
Appointing parent trustees/ local committee parent governors	



Appointing a governance professional	
Ensuring appointment checks, induction and training	
Evaluating governance regularly	
Nominating safeguarding lead trustee	
Nominating SEND lead trustee	
Nominating Careers lead trustee	
Ensuring finance skill set on board	
Executive leadership (Part five)	Included?
Appointing and performance managing the senior executive leader as accounting officer	
Overseeing staff wellbeing, workload and working conditions	
Setting pay levels, including executive pay	
Accountability (Part six)	Included?
Ensuring strategic oversight and accountability	
Setting trust approach to curriculum and assessment, with regard to statutory requirements	
Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements	
Setting and delivering school curriculum and assessment in line with trust approach	
Developing curriculum policies as required by school(s) (religious education, relationships, sex & health education, collective worship)	
Production and analysis of data	
Delivering careers guidance, with regards to statutory requirements	



Appointing CFO	
Setting delegated authority limits for financial transactions	
Developing budget	
Delivering monthly management accounts and forecasts	
Managing cash position	
Appointing external auditor	
Delivering annual report and accounts, with regard to accounts consolidation exercises required by DfE	
Developing finance policies (charging and remission, procurement)	
Ensuring adequate insurance cover is in place	
Maintaining risk register	
Managing conflicts of interest and related party transactions	
Ensuring compliance with ESFA requirements	
Compliance (Part seven) and statutory policies for trusts (Part eight)	Included?
Setting admissions policies	
Keeping admission and attendance registers	
Ensuring compliance with SEND Code of Practice	
Delivering support for looked after children	
Monitoring pupil premium spend inc. year 7 literacy and numeracy catch-up and PE and sport premium	



Setting health and safety policies and estates management strategy	
Attending trust inspections	
Setting governance policies (data protection, information sharing, cyber security, Freedom of Information, code of conduct, complaints, whistleblowing)	
Setting trust safeguarding practices, with regard to statutory guidance, including appointing designated safeguarding lead (DSL)	
Setting safeguarding policies (safeguarding and child protection, Pupil mental health and wellbeing, Prevent duty, looked after children, safer recruitment, supporting pupils with medical conditions)	
Setting behaviour and welfare policies (behaviour, exclusions)	
Setting approach to directing pupils offsite, exclusions	
Setting the school day and school year	
Managing academy premises	
Setting the uniform policy	
Setting approach to staff appointment and dismissal, with regard to statutory requirements	
Setting approach to appraisal and performance management	
Setting HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment)	
Setting whistleblowing procedures	



Scheme of delegation detailed checklist

The Academy Trust Governance Guide is referred to in this table as the 'Governance Guide'.

Area of responsibility	Details / suggested delegations	Reference
Culture and engagement (Part one) and Governance of the trust (Part two)		
Setting trust vision	The board is responsible for setting the trust's overall vision and strategy.	Governance Guide, parts 1, 2
Setting trust culture and values	The board is responsible for setting the trust's overall culture and values. The trust's culture should be positive and collaborative.	Governance Guide, part 1.1.1
Setting expectations for trustee conduct	Effective boards set and maintain a code of conduct.	Governance Guide, part 1.1.4
Fostering equality, diversity and inclusion including building a diverse board	Equality, diversity and inclusion (EDI) should be integrated into the trust's strategy and business plans.	Governance Guide, parts 1.1.5, 2.4
Ensuring transparency of information	The trust should be transparent about its governance structures and stakeholders.	Governance Guide, parts 1.1.6 and 1.1.7
Engaging with stakeholders and religious authorities	The board should oversee strategic relationships with parents and the trust's community, alongside the church community and diocese (in the context of church schools).	Governance Guide, part 1.2
Adhering to the Articles of Association	The trust must adhere to its governing document.	Governance Guide, part 2.3
Strategy (Part three)		



Area of responsibility	Details / suggested delegations	Reference
Setting the trust strategy	The trust should have a written strategy for delivering the board’s ambitions, which should encompass considerations around workload and wellbeing.	Governance Guide, part 3.1
Championing the trust strategy	The strategy should be clearly communicated and championed across the trust.	Governance Guide, part 3.2
Reviewing progress against the strategy	The board has a responsibility to periodically review progress made against the strategy.	Governance Guide, part 3.3
Setting school/ academy improvement plan in line with trust priorities	This is usually developed by the school and approved by the executive team, smaller trusts may also send a summary to the board.	Echoing themes in Governance Guide, part 3
Non-executive leadership (Part four)		
Establishing a high performing governance structure including appointing board committees and academy committees	The board should establish a high-performing governance structure, with clear and non-duplicative layers of governance. ‘The academy trust must establish an audit and risk committee, appointed by the board. Trusts with an annual income over £50 million must have a dedicated audit and risk committee. Other trusts must either have a dedicated audit and risk committee or can combine it with another committee, such as finance’ (ATH 2023).	Governance Guide, part 4.1; Academy Trust Handbook, section 3.6
Appointing chair and vice chair	The board should appoint a chair and vice chair.	Governance Guide, parts 4.4.1-4.4.3
Appointing parent trustees/ local committee parent governors	Arrangements must also be made to ensure that parents are represented within the governance structure.	Governance Guide, parts 4.4.5-4.4.6

Area of responsibility	Details / suggested delegations	Reference
Appointing a governance professional	The board must appoint a governance professional, to ensure strong governance support within the trust.	Governance Guide, part 4.5.1
Ensuring appointment checks, induction and training	Relevant suitability checks must be undertaken on governance stakeholders in line with statutory requirements.	Governance Guide, parts 4.6 and 4.7
Evaluating governance regularly	The DfE recommends regular self-evaluation alongside external reviews of governance.	Governance Guide, parts 4.8 and 4.9
Nominating safeguarding lead trustee	'An individual on the governing body should take strategic leadership responsibility for the organisation's wider safeguarding arrangements' and, ideally, there should also be a corresponding individual with this role at academy committee (local governance) level in a MAT.	Governance Guide, referenced in Board skills section; also in Keeping Children Safe in Education
Nominating SEND lead trustee	'There should also be a member of the board or a committee with specific oversight of the school's arrangements for SEND'.	Governance Guide referenced in Board skills section; also in SEN Code of Practice
Ensuring finance skill set on board	The board should ensure 'it has at least one individual with specific, relevant skills and experience of financial matters.'	Governance Guide referenced in Board skills section
Executive leadership (Part five)		



Area of responsibility	Details / suggested delegations	Reference
Appointing and performance managing the senior executive leader (SEL) as Accounting Officer	<p>'In single academy trusts this should be the principal. In trusts with multiple academies, it should be the chief executive or equivalent.'. The board appoints the Accounting Officer and this must be recorded in writing.</p> <p>The board should build effective relationships with the CEO and executive team and deliver effective appraisal and performance management.</p>	Governance Guide, parts 5.1 and 5.2; Academy Trust Handbook, section 1.28-1.29
Overseeing staff wellbeing, workload and working conditions	'The trust, as the employer, has a legal duty to protect its workers from stress and therefore the board will want to consider the wellbeing and work-life balance of all its staff.'	Governance Guide, part 5.4
Setting pay levels, including executive pay	'Academy trusts are free to set their own pay and conditions of service for any teachers and support staff'. The board is responsible for ensuring compliance with all requirements as laid out in the Academy Trust Handbook. 'The board of trustees must ensure its decisions about levels of executive pay (including salary and any other benefits) follow a robust evidence-based process and are a reasonable and defensible of the individual's roles and responsibilities'.	Governance Guide, part 5.5, section 140; Academy Trust Handbook, section 2.27-2.29
Accountability (Part six)		
Ensuring strategic oversight and accountability	The board holds overarching responsibility for ensuring accountability within the trust, once the strategy is set – across educational and financial areas	Governance Guide, part 6.1



Area of responsibility	Details / suggested delegations	Reference
Setting trust approach to curriculum and assessment, with regard to statutory requirements	'Education legislation states that the school curriculum should be balanced and broadly based'. The roles and responsibilities between the board, executive and schools will vary by trust in relation to curriculum – although the board remains accountable for ensuring statutory requirements are met.	Governance Guide, part 6.2; refer also to academy funding agreement(s) for curriculum information to be published on the school's website
Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements	'The EYFS sets out requirements for both learning and development, and safeguarding and welfare provision for children from birth to five'. EYFS policies and procedures should be set in line with the EYFS framework.	Governance Guide, part 6.2
Setting and delivering school curriculum and assessment in line with trust approach	School leaders will generally be responsible for delivering in their school, with oversight and support offered by the executive team.	Governance Guide, part 6.2
Developing curriculum policies as required by school(s) (religious education, relationships, sex & health education, collective worship)	Academy schools do not have to follow statutory guidance designed for maintained schools in relation to these areas - however they must deliver these curriculum areas in line with their funding agreement and any emerging areas of government guidance that will apply to academies. As noted above, the relative roles and responsibilities between the board, executive team and schools will vary by trust in relation to curriculum – although the board remains accountable for ensuring statutory requirements are met.	Governance Guide, part 6.2 funding agreements
Production and analysis of data	'The board must have access to objective, high quality and timely data if it is to ensure and embed robust accountability and know the questions that need to be asked of the executive leaders.'	Governance Guide, part 6.2



Area of responsibility	Details / suggested delegations	Reference
Delivering careers guidance, with regards to statutory requirements	<p>All schools must ensure there is 'an opportunity for a range of education and training providers to access all pupils in years 8-13', and statutory careers guidance must also be met.</p> <p>The board should ensure compliance is achieved, with the executive team and schools delivering careers guidance.</p>	Governance Guide, part 6.2; careers statutory guidance
Appointing CFO	The trust 'must appoint a chief financial officer (CFO) to whom responsibility for the trust's detailed financial procedures is delegated'. The board appoints the chief finance officer.	Governance Guide, part 6.3; Academy Trust Handbook, section 1.39
Setting delegated authority limits for financial transactions	Delegated authority limits must be set by the board and communicated throughout the trust. The board approves delegated authority limits.	Governance Guide, part 6.3; Academy Trust Handbook, section 2.4
Establishing controls framework including internal audit	<p>A trust 'must have sound internal control, risk management and assurance processes.'</p> <p>The board, and audit and risk committee, hold responsibility for approving the annual programme of internal scrutiny as put forward by the executive team, with input from internal auditors as relevant.</p>	Governance Guide, part 6.3; Academy Trust Handbook section 2.6
Developing budget	The board approve the budget which has been developed by the executive team, with local governance inputting in line with delegated authorities.	Governance Guide, part 6.3; Academy Trust Handbook sections 2.9-14



Area of responsibility	Details / suggested delegations	Reference
Delivering monthly management accounts and forecasts	'The trust must prepare management accounts every month setting out its financial performance and position. Management must take appropriate action to ensure ongoing viability... The board must ensure budget forecasts for the current year and beyond are compiled accurately'. The board must review management accounts periodically during the year when it meets that have been prepared by the executive team.	Academy Trust Handbook, sections 2.18-2.20
Managing cash position	'The trust must manage its cash position robustly. It must avoid becoming overdrawn on any of its bank accounts so that it does not breach restrictions on borrowing'. The board are responsible for holding oversight of cash management across the trust.	Academy Trust Handbook, section 2.21
Appointing external auditor	'Academy trusts must appoint an auditor to give an opinion on whether their annual accounts present a true and fair view of the trust's financial performance and position (appointment being by the members, other than where the Companies Act permits the trustees to appoint) and, as reporting accountant, provide a regularity assurance conclusion.'	Governance Guide, part 6.3; Academy Trust Handbook sections 4.5-4.8
Delivering annual report and accounts, with regard to accounts consolidation exercises required by DfE	The trust must 'prepare an annual report and accounts in line with the Charity Commission's Statement of Recommended Practice (SORP) and ESFA's Accounts Direction'. The board approve the annual report and accounts.	Governance Guide, part 6.3; Academy Trust Handbook sections 4.1-4.4
Developing finance policies (charging and remission, procurement)	The board approve finance policies, as developed by the executive team.	Governance Guide, part 6.3; Academy Trust Handbook section 2.26



Area of responsibility	Details / suggested delegations	Reference
Ensuring adequate insurance cover is in place	The trust 'must have adequate insurance cover in compliance with its legal obligations or be a member of the academies risk protection arrangements (RPA)', including relevant approvals on indemnities.	Governance Guide, part 6.4; Academy Trust Handbook, section 2.37-2.39
Maintaining risk register	'The trust must manage risks to ensure its effective operation and must maintain a risk register'. The board should hold oversight of strategic risks across the trust. Local governance in a multi-academy trust can hold oversight of school-level risks.	Governance Guide, part 6.4; Academy Trust Handbook, section 2.35-36
Managing conflicts of interest and related party transactions	The trust 'must maintain a register of interests', and adhere to guidance around related party transactions.	Governance Guide, parts 6.5 and 6.6; Academy Trust Handbook sections 5.35-5.40
Ensuring compliance with ESFA requirements	Compliance must be ensured in areas including novel, contentious and repercussive transactions, disposal of land and assets and use of School Condition Allocations, use of school premises. The board should ensure compliance with the executive team delivering on all requirements.	Throughout Governance Guide compliance section; Academy Trust Handbook, section 5.44-45
Compliance (Part seven) and Statutory policies for trusts (Part eight)		
Setting admissions policies	The School Admissions Code is the statutory guidance that schools must follow when carrying out duties relating to school admissions. As the Admissions authority the academy trust should approve all relevant admissions arrangements in line with the Code.	Governance Guide, part 7.1



Area of responsibility	Details / suggested delegations	Reference
Keeping admission and attendance registers	'All boards must reassure themselves that the school keeps admission and attendance registers in accordance with regulations.' The board holds responsibility for receiving assurance on overall compliance, with delivery carried out by the executive team and schools.	Governance Guide, part 7.2
Ensuring compliance with SEND Code of Practice	'All boards have legal duties in relation to pupils with SEND. Legal duties on SEND are set out in the Children and Families Act 2014 and statutory guidance on the SEND code of practice'. The board holds responsibility for ensuring compliance, with delivery carried out by the executive team and schools.	Governance Guide, parts 7.4.1, 7.4.2; SEND Code of Practice; Children and Families Act 2014
Delivering support for looked after children	'Boards are required to appoint a designated teacher to promote the educational achievement of looked-after and certain previously looked- after children who are on the school roll'.	Governance Guide, part 7.4.3
Monitoring pupil premium spend inc. year 7 literacy and numeracy catch-up and PE and sport premium	'Boards should discuss with senior leaders the rationale for spending pupil premium and ensure that both pupil need, and effective practice are central to the strategy'. In a multi-academy trust setting, this monitoring can be delegated to schools.	Governance Guide, part 7.5
Setting health and safety policies and estates management strategy	Trusts must ensure compliance with health & safety legislation, including food safety, supporting pupils with additional health needs, first aid and fire safety. The DfE also 'The DfE expects academy trusts to manage their school estate strategically and effectively and maintain their estate in a safe working condition'.	Governance Guide, part 7.6; Academy Trust Handbook section 1.19
Attending trust inspections	The Governance Guide summarises the Ofsted inspection process. A trust should decide which governance representatives will be present - depending on the trust's size, this may be trustees and/or executive leaders and/or local governors	Governance Guide, part 7.7



Area of responsibility	Details / suggested delegations	Reference
Setting governance policies (data protection, information sharing, cyber security, Freedom of Information (FOI), code of conduct, complaints, whistleblowing)	Trusts must set policies for a range of areas of governance, data protection and cyber security. Trusts must also ensure all relevant policies are published online in accordance with government guidance. <i>For this and the other policies outlined below, the trust will decide how policies are developed and approved, between the trust board, executive team and local governance, in accordance with the approval levels suggested in the DfE's statutory policies for trusts guidance – see here.</i>	Governance Guide, Parts 7 and 8, particularly part 7.3 7.9; Academy Trust Handbook sections 2.40-2.44, 6.14-6.15
Setting trust safeguarding practices, with regard to statutory guidance, including appointing designated safeguarding lead (DSL)	All boards must have 'arrangements in place to ensure that they: <ul style="list-style-type: none"> • Carry out their functions with a view to safeguarding and promoting the welfare of children; and • Have regard to the statutory guidance issued by the Secretary of State in considering what arrangements they need to make for the purpose of that section' 	Governance Guide, part 7.10, section 197-203
Carrying out disclosure and barring service (DBS) checks	Ensuring delivery of DBS and section 128 checks in line with trust requirements. The board should receive assurance that these checks are delivered by the executive team and school staff.	Governance Guide, part 7.10
Setting safeguarding policies (safeguarding and child protection, Pupil mental health and wellbeing, Prevent, looked after children, safer recruitment, supporting pupils with medical conditions)	Policies and procedures should include reference to peer-to-peer abuse, gender issues, and allegations made against teachers and other staff.	Governance Guide, part 7.10



Area of responsibility	Details / suggested delegations	Reference
Setting behaviour and welfare policies (behaviour, exclusions)	'A trust must promote good behaviour among pupils by: implementing a written behaviour policy; keeping a record of the sanctions imposed upon pupils for serious misbehaviour; and using an anti-bullying strategy to help prevent bullying.'	Governance Guide, part 7.11
Setting approach to directing pupils offsite, exclusions	An academy may direct a pupil off-site under general powers in their articles of association... The board has key responsibilities in relation to considering whether excluded pupils should be reinstated and arranging an independent review panel. The trust board holds responsibility for ensuring overall compliance, with delivery carried out by the executive team and schools. Within a multi-academy trust context, it will often be the local academy committees that convene exclusion panels to consider individual exclusions.	Governance Guide, part 7.11; Articles of Association
Setting the school day and school year	Trusts have the flexibility to set their own school day and school year, and the delegations for this responsibility must be clear.	Governance Guide, part 7.13
Managing academy premises	'We expect academies and responsible bodies to manage their trust estate strategically and maintain their estate in a safe working condition. This includes complying with statutory duties to ensure the health and safety of building occupants.'	Governance Guide, part 7.14
Setting the uniform policy	The board can decide, or delegate, on uniform policy that must align with statutory guidance.	Governance Guide, part 7.15
Setting approach to staff appointment and dismissal, with regard to statutory requirements	'The requirements on academy trusts are set out in their funding agreements and regulations and [...] 'Staffing and employment advice for schools'. The board holds overall responsibility for ensuring compliance, with delivery carried out by the executive team and schools, and input from unions as agreed.	Governance Guide, part 7.17



Area of responsibility	Details / suggested delegations	Reference
Setting approach to appraisal and performance management	'Academy trusts are free to determine their own appraisal process and may adopt the requirements for maintained schools if they wish'.	Governance Guide, part 7.17
Setting HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment)	'Academy trusts are responsible for establishing their own staff procedures' in line with relevant legislation and guidance'. The board holds responsibility for ensuring compliance, with delivery carried out by the executive team and schools, and input from unions as agreed.	Governance Guide, part 7.17
Setting whistleblowing procedures	The trust must have set whistleblowing procedures in place that must be clearly accessible to staff.	Governance Guide, part 7.18; Academy Trust Handbook section 2.40-2.44





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Suite 1, Whiteley Mill
39 Nottingham Road
Stapleford
Nottingham
NG9 8AD

0115 9170142

cstuk.org.uk

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