



The Villages' Multi-Academy Trust

Scheme of Delegation

Guidance from	NGA/TNC
Date of Review	24 th March 2026
Date of Next Review	24 th March 2027
Approved by	Full Trust Board
Chair	<i>M Rea</i>

Contents:

Statement of intent

1. Governance Structure
2. Trust board and committees
3. Roles and responsibilities
4. Delegation matrix
 - 4.1 Trust governance
 - 4.2 Strategic
 - 4.3 Finance
 - 4.4 Operations
 - 4.5 Workforce
 - 4.6 Curriculum
 - 4.7 Pupils and learning support
 - 4.8 Parents and community

Statement of intent

The purpose of this Scheme of Delegation is to set out clear lines of accountability and decision-making within The Villages Multi-Academy Trust. It ensures that governance is carried out effectively and transparently, and that roles and responsibilities are clearly understood at all levels.

This document delegates specific powers and responsibilities from the Board of Trustees to its committees, the executive leadership, and where appropriate, to local governing bodies. It aims to:

- Enable timely and effective decision-making
- Ensure compliance with statutory and regulatory requirements
- Support the strategic objectives of the organisation
- Promote clarity, consistency, and accountability across all areas of operation.

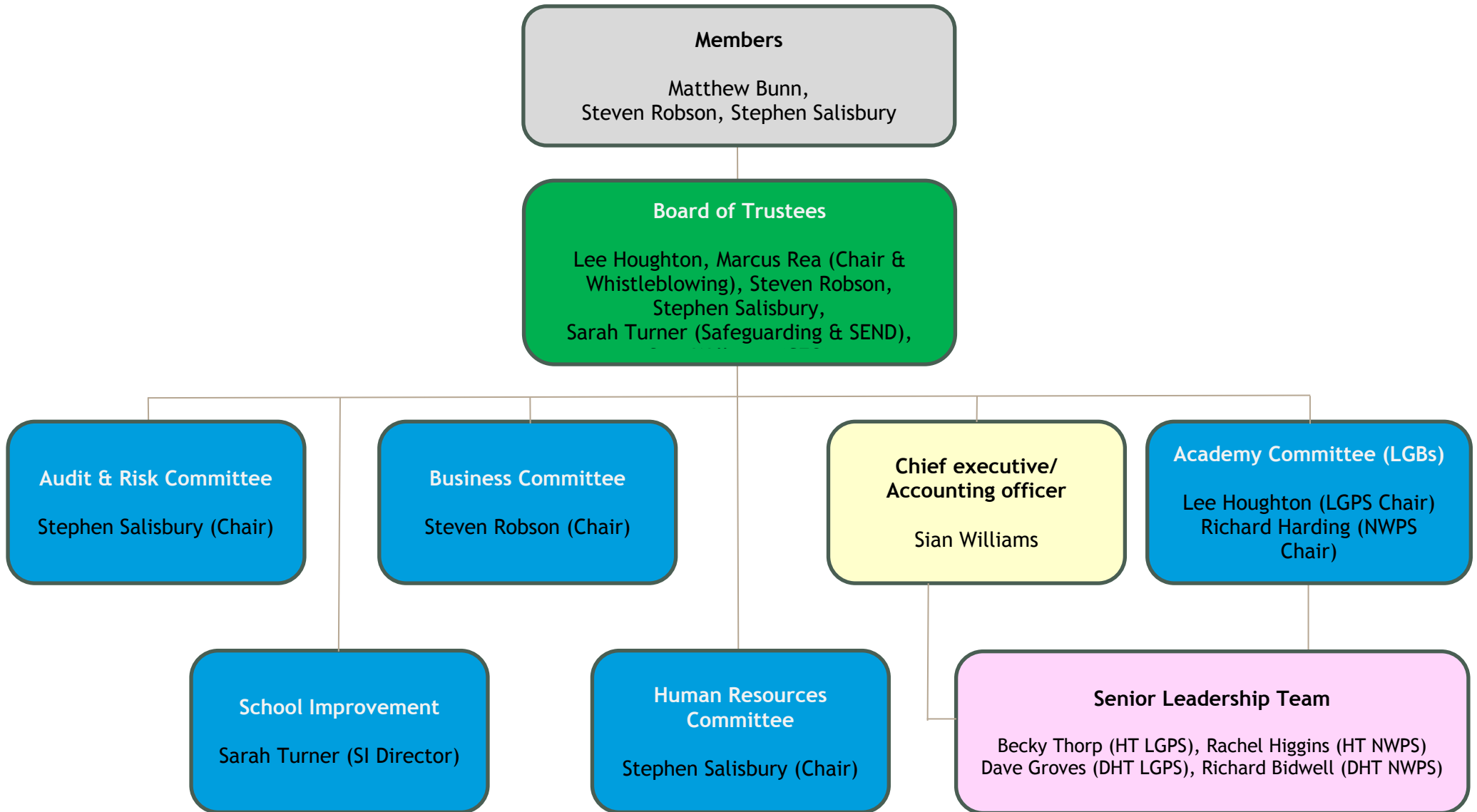
This overarching Scheme of Delegation for decision making in the Trust should not be confused with the written Scheme of Delegation of Financial Powers referred to in the DfE Academy Trust Handbook.

The scheme of delegation must comply with statutory trust documentation including the articles of association and funding agreement.

The scheme of delegation **must** be published on the trust's website and should also feature on individual academy websites.

This Scheme will be reviewed **annually**, and immediately where there is a change in trust management or organisational structure.

1. Governance Structure



Trust board and committees

The trust board should ensure that they have the necessary skill and attributes to provide effective governance.

The Members may appoint by ordinary resolution up to **9** Trustees.

The Chief Executive Officer if they so choose can act as Trustee under Article 57. The total number of Trustees including the Chief Executive Officer who are employees of the Academy Trust shall not exceed one third of the total number of Trustees. The term of office for trustees is 4 years.

The trust board has formed committees to carry out certain delegated responsibilities. The responsibilities are detailed in the terms of reference for the following committees:

- Audit & Risk
- Business
- HR
- School Improvement
- Academy (Local Governing Body)

Each board committee shall have a minimum of three members. A majority of board committee members must be trustees of the trust.

Each academy within the trust will have their own academy committee (local governing body).

Each local governing body should be made up of the following:

- A minimum of 7 and a maximum of 9 governors.
 - At least 2 elected parent governors (parent governors must not make up greater than half the governing body)
 - One elected staff governor
 - Headteacher of the academy
 - Persons appointed by the academy board (co-opted)
 - All other governors should be co-opted by the local governing body

The term of office for trustees is 4 years, with the exception of the headteacher as they are ex-officio. Subject to remaining eligible, any member may put themselves forward for re-appointment or re-election.

All academies within the trust are expected to contribute to one or more of the following:

- Development and maintenance of trust and school policies
- Sharing best practice
- Professional development of staff
- Mentoring and coaching of staff
- Recruitment, training and development of governors for the local governing bodies

This Scheme should be read in conjunction with the Academy Trust Handbook and the Trust Board Terms of Reference. Together they set out which powers and functions are reserved to the Trustees and those which are delegated to others.

The Trust's Scheme of Financial Delegation, which the Trust is required to have in compliance with the Academy Trust Handbook, is set out in a separate document and supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme is divided into eight sections as follows:

- Trust governance
- Strategic
- Finance
- Operations
- Workforce
- Curriculum
- Pupils and learning support
- Parents and community

3. Roles and Responsibilities

Role	Description and duties
Members	<ul style="list-style-type: none"> • Guardians of the governance of the trust, ensuring the charitable objective is fulfilled • Agree the trust's articles of association, appoint trustees and external auditors • Receive the annual report, accounts and other information • There should be clear separation between layers of governance – it is recommended that members should not also be trustees
Trustees – also known as 'directors'	<ul style="list-style-type: none"> • Legally accountable for all statutory functions and performance of all schools within the trust • The trust creates information pathways between the trust board, the academy committees and the chief executive
Trust board committees	<ul style="list-style-type: none"> • Trustees delegate some governance functions to board committees, one of which must include audit and risk, which advises on the adequacy of the trust's controls and risks • Most trusts delegate detailed scrutiny of financial management and school performance to board committees
Academy committees – also known as 'local governing bodies'	<ul style="list-style-type: none"> • LGBs carry out functions that cover the 4Ss: Standards, Stakeholders, Safeguarding and SEND • It is recommended that trustees should not sit on LGBs in order to retain clear lines of accountability
Chief executive	<ul style="list-style-type: none"> • Responsible for day-to-day management of the trust • Lead and manage the central executive team and the schools' headteachers • Report to the trust board and its committees • Can further delegate responsibilities to the executive team (which may include but is not limited to the chief financial officer (CFO), lead governance professional etc.) and academy headteachers
Headteachers	<ul style="list-style-type: none"> • Day-to-day management of the trust's schools • Share information with the academy committees about how the school operates to enable monitoring and scrutiny of key policies and improvement plans

4. Delegation matrix

A delegation matrix (a table documenting delegated responsibilities) is the most substantive element of most trusts' scheme of delegation.

Separate terms of reference for each of the board's committees should supplement the scheme of delegation and document delegated responsibilities in detail.

Many trusts also create terms of reference for academy committees.

Trusts must document, in writing, the delegation of financial powers and it is recommended this delegation is included in the scheme of delegation. Most MATs will also have an overall financial procedures manual/handbook; a document that covers all finance-related procedures and processes in more detail.

For most tasks featured in a delegation matrix, the trust board will be the accountable entity, even if the task is delegated to another group or individual in the organisation to undertake. The exception to this will be the handful of procedures that – as per the Companies Act 2006 – sit with the trusts' members alone and cannot be delegated.

Key: R: Those responsible for the task and ensures that it is completed A: Accountable for the correct and thorough completion of the task and the one who delegates the work to those responsible C Those whose opinions are sought and with whom there is a two-way communication I: Those who are kept up to date with progress and outcomes	Members	Trust board	Audit & risk committee	Business committee	HR committee	School Improvement	CEO / Executive team	CFO	Academy committees	Headteachers	Governance professional
4.1 TRUST GOVERNANCE											
Appoint/remove members	RA	I					I				I
Appoint/remove trustees	RA	I					I				I
Elect chair/vice chair of trustees annually		RA									I
Appoint committee chairs annually and remove when necessary		A	R	R	R						I
Determine powers of chair of trustees in urgent situations		RA									
Establish and review trust governance structure		RA					R				I
Agree named safeguarding trustee		RA									I
Agree named trustee for special educational needs and disabilities (SEND)		RA									I
Appoint trust governance professional		A					R				
Undertake trust governance professional appraisal annually		A					R				
Articles of association: review		RA					R				I
Articles of association: ratify changes	A	R									I
Comply with all obligations including the Academy Trust Handbook		RA					R				
Comply with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)		RA					R				

Key: R: Those responsible for the task and ensures that it is completed A: Accountable for the correct and thorough completion of the task and the one who delegates the work to those responsible C Those whose opinions are sought and with whom there is a two-way communication I: Those who are kept up to date with progress and outcomes	Members	Trust board	Audit & risk committee	Business committee	HR committee	School Improvement	CEO / Executive team	CFO	Academy committees	Headteachers	Governance professional
Agree scheme of delegation and complete annual review		RA					R				I
Agree committee terms of reference (including academy committees) and complete annual review		A	R	R	R	R	R				I
Agree role description for link governor/trustee areas		R									
Agree trust board and committee meeting dates and agendas		R					R			R	R
Commission external review of trust board effectiveness every three years		RA					R				
Complete annual trust board self-evaluation		RA									
Publish governance arrangements on trust and academy websites							A				R
Ensure trust and academy websites are compliant and effective							A				R
Maintain compliance on GIAS and Companies House							A				R
Submit annual report on the performance of the trust to members		R									
Maintain register of interests		A									R
Maintain a trustee/governor expenses policy		A		R							
Review and approve trust statutory policies		RA							I		
Review and approve academy statutory policies		RA							RA		

Key: R: Those responsible for the task and ensures that it is completed A: Accountable for the correct and thorough completion of the task and the one who delegates the work to those responsible C Those whose opinions are sought and with whom there is a two-way communication I: Those who are kept up to date with progress and outcomes	Members	Trust board	Audit & risk committee	Business committee	HR committee	School Improvement	CEO / Executive team	CFO	Academy committees	Headteachers	Governance professional
Ensure there is a clear approach to trust-wide policies and the maintenance and adoption of these across the trust							A				R
Appoint/remove academy committee chairs									RA		
Appoint/remove academy committee members (local governors)									RA		
Review skills audit, succession planning and training programme for trustees and governors							R				
Agree academy committee clerking arrangements									A		R
Appoint and dismiss local clerks							A				R
Agree academy committee meeting dates and agendas, ensuring trust-wide consistency									R	R	R
Complete periodic review of local governance		A					R				R
Set clear expectations on monitoring and visits to schools		R				R	R				
Agree remit and constitution of any working party established to support trust's strategic objectives		R				R					
4.2 STRATEGIC											
Determine trust's vision, strategy, ethos/culture and key priorities		A					R		I	C	
Deliver strategic objectives of the trust and academies		A					R		R	R	

Key: R: Those responsible for the task and ensures that it is completed A: Accountable for the correct and thorough completion of the task and the one who delegates the work to those responsible C Those whose opinions are sought and with whom there is a two-way communication I: Those who are kept up to date with progress and outcomes	Members	Trust board	Audit & risk committee	Business committee	HR committee	School Improvement	CEO / Executive team	CFO	Academy committees	Headteachers	Governance professional
Review progress of strategic objectives and KPIs		A				RA	R		R	R	
Develop engagement channels with key stakeholders in line with trust vision and priorities							R			R	
Agree trust growth strategy		A					R				
Admission of new academies to the trust		RA					R				
Determine non-statutory trust-wide policies		A					R				
Determine academy level policies							R			R	
4.3 FINANCE											
Appoint and performance manage chief financial officer (CFO)		A					R				
Produce trust's financial manual to further expand on processes relating to delegated financial powers		A						R			
Approve trusts financial manual annually		A		R				R			
Produce annual report and accounts							A	R			
Approve annual report and accounts		RA					R				
Submit required financial reports and returns		A						R			
Agree budget plan to support delivery of trust strategic priorities		A		R			R	R			
Agree budget plan to support delivery of academy strategic priorities							R	R			

Key: R: Those responsible for the task and ensures that it is completed A: Accountable for the correct and thorough completion of the task and the one who delegates the work to those responsible C Those whose opinions are sought and with whom there is a two-way communication I: Those who are kept up to date with progress and outcomes	Members	Trust board	Audit & risk committee	Business committee	HR committee	School Improvement	CEO / Executive team	CFO	Academy committees	Headteachers	Governance professional
Monitor trust budget		R	R	R			R	R			
Approve long term financial plans		R									
Develop and submit three-year budget forecast				A			R	R			
Carry out benchmarking and trust-wide value for money evaluation		I					R	R			
Agree reporting and monitoring arrangements for trust and academy budgets		R		R			R	R		R	
Prepare management accounts every month setting out the trust's financial performance and position – to be shared with chair of trustees every month and circulated at every trust board meeting		I						R			
Approve expenditure/contracts above a specified threshold		R									
4.4 OPERATIONS											
Appoint and remove external auditors	RA										
Receive external auditor's report	R										
Ensure ATH requirements relating to the review of the external auditor's plans, findings and effectiveness are adhered to			R								
Action recommendations arising from internal audits							R				

Key: R: Those responsible for the task and ensures that it is completed A: Accountable for the correct and thorough completion of the task and the one who delegates the work to those responsible C Those whose opinions are sought and with whom there is a two-way communication I: Those who are kept up to date with progress and outcomes	Members	Trust board	Audit & risk committee	Business committee	HR committee	School Improvement	CEO / Executive team	CFO	Academy committees	Headteachers	Governance professional
Agree and deliver a programme of internal scrutiny ensuring the effective use of external third parties to support the trust			R				R				
Agree risk management policy			R				R				
Approve risk management policy		R									
Oversee the risk register and undertake a full review at least annually		RA	R								
Undertake termly review of risk register		RA	R								
Manage and report on risk mitigation strategies		A	A				R				
Maintain trust contingency and business continuity plans		A	A				R				
Monitor implementation of, and compliance with, health and safety policy and procedures at academy level							A		R	R	
Agree premises management documents, including estate vision, estate strategy and asset management plan		RA					A				
Monitor academy estates to ensure they are safe and well-maintained							A		R	R	
Ensure that there is suitable expert support on health and safety		A					R				

Key: R: Those responsible for the task and ensures that it is completed A: Accountable for the correct and thorough completion of the task and the one who delegates the work to those responsible C Those whose opinions are sought and with whom there is a two-way communication I: Those who are kept up to date with progress and outcomes	Members	Trust board	Audit & risk committee	Business committee	HR committee	School Improvement	CEO / Executive team	CFO	Academy committees	Headteachers	Governance professional
Secure suitable insurance (commercial and/or the risk protection arrangement (RPA)) for the trust		A					R				
Develop a cyber security framework		A					R				
Agree on proportionate controls that address the risks of fraud, irregularity and theft through relevant policies and processes		A	R				R				
Ensure there is adequate company secretarial support		R									R
Appoint a data protection officer (DPO)		A					R				
Complete and maintain Single Central Record ()							A			R	
Receive routine reports on the status of the SCR		A					RA			R	
5.5 WORKFORCE											
Appointing/dismissing CEO/Accounting Officer		RA									
Appointing /dismissing other executive team staff							R				
Appointing/dismissing headteacher		C					R		C		
Appointing/dismissing academy level staff members									A	R	
Performance management and determining pay/progression of CEO		RA									

Key: R: Those responsible for the task and ensures that it is completed A: Accountable for the correct and thorough completion of the task and the one who delegates the work to those responsible C Those whose opinions are sought and with whom there is a two-way communication I: Those who are kept up to date with progress and outcomes	Members	Trust board	Audit & risk committee	Business committee	HR committee	School Improvement	CEO / Executive team	CFO	Academy committees	Headteachers	Governance professional
Performance management and determining pay/progression of other staff members of executive team		A					R				
Performance management and determining pay/progression of headteacher		A					R		C		
Performance management and determining pay/progression of academy level staff members							RA			R	
Undertake panel hearings for staff procedures such as disciplinary, grievance and capability matters re CEO		RA									
Undertake panel hearings for staff procedures such as disciplinary, grievance and capability matters re other staff members of executive team		RA									
Undertake panel hearings for staff procedures such as disciplinary, grievance and capability matters re headteacher							A		R		
Undertake panel hearings for staff procedures such as disciplinary, grievance and capability matters re academy level staff members							A		R		
Determine executive team staffing structure		C					R				
Determine academy level staffing structure							RA		R	R	

Key: R: Those responsible for the task and ensures that it is completed A: Accountable for the correct and thorough completion of the task and the one who delegates the work to those responsible C Those whose opinions are sought and with whom there is a two-way communication I: Those who are kept up to date with progress and outcomes	Members	Trust board	Audit & risk committee	Business committee	HR committee	School Improvement	CEO / Executive team	CFO	Academy committees	Headteachers	Governance professional
Ensure appointment of DSLs and deputy DSLs							R			R	
Ensure appointment of SENCOs							R			R	
Ensure there is effective school improvement capacity within, or accessed by, the trust							R	R			
Monitor compliance with safer recruitment requirements		A					R		R	R	
Monitor staff wellbeing and workload					R		R		R	R	
Monitor staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD					R		R		R	R	
4.6 CURRICULUM											
Approve trust-wide curriculum							R				
Agree equality information and objectives (public sector equality duty) statement and monitor delivery		R					R				
Ensure provision of religious education							R			R	
Ensure delivery of collective worship							R			R	
Ensure compliance with SMSC requirements including the promotion of British values		R					R			R	
Monitor the inclusiveness of the curriculum		A							R	R	
4.7 PUPILS AND LEARNING SUPPORT											
Ensure high standards of teaching and learning							R		C	R	

Key: R: Those responsible for the task and ensures that it is completed A: Accountable for the correct and thorough completion of the task and the one who delegates the work to those responsible C Those whose opinions are sought and with whom there is a two-way communication I: Those who are kept up to date with progress and outcomes	Members	Trust board	Audit & risk committee	Business committee	HR committee	School Improvement	CEO / Executive team	CFO	Academy committees	Headteachers	Governance professional
Set targets for pupil outcomes across trust and monitor in-year data termly							R		C		
Agree school improvement strategies						C	RA		C	RA	
Determine use and monitor impact of pupil premium				A			RA		R	R	
Determine use and monitor impact of sports premium				A			RA		R	R	
Set the dates of school terms and holidays		R					R				
Set the times of school sessions		R					R				
Monitor attendance and persistent absence of pupils		I				C	RA		R	R	
Ensure effective and compliant trust-wide SEND provision		R					R		C	RA	
Regularly monitor compliance with SEN code of practice						C	R				
Monitor effectiveness of SEND provision at an academy level, ensuring compliance with relevant policies and statutory requirements						C	A		R	R	
Monitor progress and attainment for all vulnerable children						C	A		R	R	
Monitor support for looked after and previously looked after children							A		R	R	
Monitor pupil behaviour data across different pupil groups						C	A		R	R	
Ensure careers provider access across trust						C	R				
Review headteacher decision to suspend/exclude pupils						C			R		

Key: R: Those responsible for the task and ensures that it is completed A: Accountable for the correct and thorough completion of the task and the one who delegates the work to those responsible C Those whose opinions are sought and with whom there is a two-way communication I: Those who are kept up to date with progress and outcomes	Members	Trust board	Audit & risk committee	Business committee	HR committee	School Improvement	CEO / Executive team	CFO	Academy committees	Headteachers	Governance professional
Monitor rates of suspension and exclusion across the trust		I				R	R		R		
Ensure school food standards are met for pupils		C					A			R	
Ensure free school meal provision is adequately implemented		C					A			R	
Ensure the provision of universal infant free school meals		C					A			R	
Deliver inclusive extra-curricular activities		C								R	
Monitor children's wellbeing and how this is actively supported		I				C	A		R	R	
Monitor provision and outcomes for EAL pupils						C	A		R	R	
Monitor safeguarding arrangements at academy level, ensuring compliance with relevant policies and statutory requirements.		I				C	A		R	R	
4.8 PARENTS AND COMMUNITY											
Implement admissions appeal process									R	R	
Review complaints at panel stage		A							R		
Monitor all complaints raised (including through external agencies e.g. LA, ESFA and Ofsted) across the trust		RA					R				
Engage with key stakeholders at academy level							R		R	R	