

Scheme of Delegated Authority for Cambrian Learning Trust

February 2025

Introduction

The Trust Board is accountable in law for all decisions about Cambrian Learning Trust (CLT) and its future. To effectively discharge all of its responsibilities and to secure local accountabilities, Trustees have developed a delegation and committee structure which includes Local Governing Committees (LGCs) as they allow the Trust to sustain and promote the unique character of each of its academies and create the capacity to secure in depth scrutiny of pupil achievement and experiences.

The Trust's delegation grid sets the level of responsibility and accountability at which a task can and must be actioned. The grid establishes which committees or positions have delegated responsibility for discharging specific tasks. All delegated tasks and statutory duties must be discharged in line with trust policies and procedures. In all issues of interpretation, the decision of the Chief Executive, in consultation with the Chair of the Board of Trustees, is final.

The Trust may vary delegated responsibilities if pupils progress and outcomes consistently fail to meet national levels and Trust targets. The board may vary delegated responsibilities when a school's Ofsted judgement falls below good in any category.

The authority to delegate roles and responsibilities is set out in our Articles of Association (sources are referenced):

- The authority to delegate roles and responsibilities, set out committee structures and expectations is set out in Cambrian Learning Trust's Articles of Association which were adopted on the 27th August 2024.
- The Trustees may delegate to any Trustee, committee (including any Local Governing Committee), the Chief Executive Officer or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation can be subject to any conditions the Trustees may wish to impose, or it may be altered or revoked (Articles 100 - 105).
- The Trustees also have the authority to delegate to the Chief Executive Officer the powers and functions required to enable effective internal organisation, management and control of the Trust's schools (including the implementation of all policies approved by the Trustees and for the direction of the teaching and curriculum at the Trust's Schools) (Article 107C).

Roles and Responsibilities

The central purpose of the Scheme of Delegation is to ensure all trustees, executives, school leaders and local governors have a clear understanding of their roles and responsibilities and how they have secured the authority to act on behalf of the Trust.

The Trust Decision Grid provides a framework which allows the Trust to effectively discharge all its responsibilities, secure a deeper understanding of the diverse needs of the communities its schools serve and promote the unique character of each of its schools through good local governance.

All individuals and committees may only act within the limits of the authority delegated to them and must not take decisions which exceed their authority, go against or conflict with the Trust's legal duties, vision, values, policies or procedures.

All statutory and employment policies which cannot be varied due to the legal duties and or legal implications if they are not being applied consistently across the Trust will be approved at Trust board level. Policies which can be developed at a school level must comply with any Trust written statements of expectation, agreed approach and required practices.

The annual trust board and local governing committee activity planners should be read in conjunction with the decision grid as it sign posts when over the course of a school year specific delegated responsibilities should be discharged.

The Members

The Members are akin to shareholders and have ultimate control over the direction of the Trust. They ensure the charitable company achieves its objectives, signs off the financial accounts and annual report, and appoints some of the Trustees. The Members must not be employees of the Trust, nor unpaid volunteers in staff establishment roles within the Trust. The Members hold the responsibility for:

- Changing the Articles of Association
- Deciding on a change of school category
- Amendments to the Funding Agreement
- Appointing Trustees (Directors)
- Appointing the external auditors

The Trustees

The Trustees, appointed by the Members or the Diocesan Board of Education, hold delegated responsibility for the three core strategic functions:

- Ensure clarity of vision, ethos and strategic direction

- Hold the Executive Leaders to account for educational performance of the schools and their pupils and the performance management of staff
- Oversee and ensure the effective financial performance of the Trust

The Trustees have overall responsibility for all the work of the Trust and are therefore the ultimate decision-making authority. These responsibilities are primarily exercised through strategic planning and the setting of policy and managed through the schedules of business, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes.

Trustees have the power to direct organisational and operational change where required. Trustees are accountable for any failures in governance of the Trust at Board and Local Governing Committee level.

The Trustees have a duty to act in the fulfilment of Cambrian Learning Trust's Multi Academy Trust Objects.

Trustees will have regard to the interests of all the Schools for which the Trust is responsible when deciding and implementing any policy or exercising any authority.

Chief Executive Officer (CEO)

The Chief Executive Officer has the delegated responsibility for the operation of the Trust including the performance of all its schools and the performance management of the Head teachers with the LGB Chair.

The Chief Executive Officer is also the Accounting Officer*, so has overall responsibility for the operation of the Trust's financial responsibilities and must ensure financial effectiveness and stability.

Chief Finance Officer (CFO)

The Chief Finance Officer should be employed by the Trust. If the Trust wishes to appoint an individual who is not a Trust employee this will require the approval of the Education and Skills Funding Agency.

Clerk to the Board

The Trust must appoint a clerk to the board.

Local Governing Committees (LGC)

The Trust is committed to the continued existence of LGCs. It has therefore constituted LGCs as committees of the Board of Trustees to provide local accountability delivered through the appropriate discharging of the delegated responsibilities as set out in this document which

are approved by the Board.

Those elected or appointed to serve on a LGC are appointed members of a committee of the Board as a Governor.

Members of LGCs are not Trustees of the Trust (unless they hold those positions in their own right); it is therefore important to remember that, even where responsibility has been delegated to a local level, it is the Trust as the legal entity which still holds the statutory accountability not the LGC.

In certain circumstances the Trust may limit or withdraw delegation of responsibilities from a School and/or the LGC that is considered to be at risk of losing its good Ofsted rating in any category at a future inspection or when as a result of an Ofsted inspection a school is graded 'Requires Improvement' or 'Inadequate' in any category or there was a lack of effective financial management or probity.

Head Teacher/Head of School/Executive Head Teacher

The Head Teacher is responsible for the day-to-day management of their school and is accountable to and managed by the Chief Executive Officer but reports to the LGC on matters which have been delegated to the LGC.

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1. Governance

Where a number of groups have a shared duty of A, M or R, overall lead/authority is shown in **bold** with an asterisk*

Item	Task	Members	Board	Board Committees	Governing Committee	Local Headteacher	CEO and Exec Team	Notes
1.1	Establish and review trust governance structure		AR				C	
1.2	Articles of Association: review		AR*				R	
1.3	Articles of Association: ratify	AR						
1.4	Appoint/remove members	AR						
1.5	Appoint/remove trustees	AR	AR					
1.6	Appoint the Chair and Vice Chair of the Board		AR					
1.7	Approval of new schools joining the Trust		AM				R	
1.8	Changes to the Governance structure, Terms of Reference, Schemes of Delegation		AR*	M5			R	Annual review required
1.9	Monitor performance of the Board	AR*	R					Board undergoes annual self-review
1.10	Monitor performance of LGC		AR				R*	LGC undergoes annual self-review
1.11	Annually report work of LGC to Board		M		R			
1.12	Establish Board Committees		AR					
1.13	Appoint and remove the Chairs of Board Committees		A					
1.14	Appoint Chairs and trustee appointed members of Local Governing Committees		A		R		C	LGC recommends new chair to Board for approval
1.15	Appoint the Company Secretary	C	AR*				R	
1.16	Appoint LGC Clerks				C		AR	
1.17	Organise calendar of LGC & Trust meetings		A		C	C	A*R	
1.18	Publish governance arrangements on trust and school websites		A				R	
1.19	Ensure Trust website is compliant and effective		A				R	
1.20	Ensure school websites are compliant and effective		A		M	R	A	
1.21	Succession Planning for Trust Board		AR					
1.22	Succession Planning for LGC				AR		C	
1.23	Determine vision, strategy and ethos for the Trust		AR		C	C	R*	

1.24	Determine vision, strategy and ethos for the school		A*		AR*	A R	C	Board must approve to ensure consistency of values across all Trust schools
1.25	Trust Risk Register		A	R1*	C		R	
1.26	School Risk Register				A	R	M	
1.27	Trust Development Plan		A	M1	C		R	
1.28	Review progress against Trust Development Plan			R1*	C	C	R	

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Board Committees: 1 = All, 2 = Resources, 3 = Quality of Education, 4 = LGC, 5 = Audit & Risk, 6 = HR & Pay

2. Policy

Where a number of groups have a shared duty of A, M or R, overall lead/authority is shown in **bold** with an asterisk*

Item	Task	Members	Board	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
2.1	Decide policies to be held at Trust-wide level		A				R	Heads and LGBs must ensure policy compliance at school level
2.2	Review and approve Trust wide policies		A*	AM1			R	
2.3	Implement Trust-wide policies in individual school				M	R		
2.4	School-specific policy and procedure				AM	R	C	Heads and LGBs must ensure school-specific policy and procedure do not conflict with Trust-wide policy and procedure
2.5	Ensure school website compliance with requirements				M*	AR	M	

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3. Making Significant Changes to an Open Academy (School)

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Item	Task	Members	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
3.1	Identify when a proposed change falls under the DfE 'significant changes' guidance including changes to funding agreements.		C	C	C	R	In general, 'significant' means any change to an open school that will have an impact on the number, type and/or location of school places
3.2	Determine if proposed change can be fast-tracked or requires a business case, in accordance with guidance			C	C	R	DfE guidance: Academies: making significant changes or closure by agreement - GOV.UK (www.gov.uk)
3.3	Prepare business case/fast track submission for RSC			C	C	R	
3.4	Approve before submission to DfE		A*			A	
3.5	Submit to DfE					R	

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4. Financial Governance and Management

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Item	Task	Members	Board	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
4.1	Appoint and remove external auditors	A*	AM	A5 C2			R	
4.2	Receive external auditors report	A						
4.3	Action recommendations made by external auditors		A	M2 M5			R	
4.4	Appoint and performance manage chief financial officer		A				R	
4.5	Set Trust-wide (school and central) 3-5 year budget plans to support delivery of Trust strategic priorities		A	M2	C	R	R*	
4.6	Approve the school contribution to central budget			A2		C	R	
4.7	Produce, review and monitor Trust consolidated budget updates, including revenue and capital income and expenditure, cashflow, balance sheet.		A	M2			R	
4.8	Review and monitor Trust central budget in year			M2			R	
4.9	Monitor school budget in year			M2*	M	R	MR	
4.10	Produce and approve the annual report and audited accounts in line with the Charity Commission's Statement of Recommended Practice		A	M5			R	
4.11	Receive the director approved annual report and audited accounts.	M					R	
4.12	Carry out school benchmarking and trust-wide value for money evaluation		C	M	M		R	
4.13	Submit ESFA/DfE required reports and returns timely and accurately		A				R	
4.14	Set the Trust's Internal Financial Regulations including policy and scheme of financial delegation		A	M2* M5		C	R	Refer to the Trust's Internal Financial Regulations, which includes guidance on spending limits, procurement and authorisations
4.15	Adhere to the Trust's Internal Financial Regulations			M2* M5	M	R	RM	

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5. Stakeholder Engagement

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Item	Task	Members	Board	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
5.1	Ensure engagement with stakeholders		A	R1		R	R	
5.2	Develop stakeholder partnerships across the trust		A	C	C	C	R	
5.3	Develop stakeholder partnerships at school level				A	R	C	

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6. Workforce

Where a number of groups have a shared duty of A, M or R, overall lead/authority is shown in **bold** with an asterisk*

Item	Task	Members	Board	Board Committees	LCG	Headteacher	CEO and Exec Team	Notes
6.1	Appoint school heads			M2 M6	C		A/R	
6.2	Appoint and carry out performance management of the Chief Executive, including pay recommendation		AR					
6.3	Agree staffing structure for Trust central team, appoint staff and carry out performance management		A	M2 M6			R	
6.4	Agree Exec Pay structure		AR					
6.5	Agree Heads and senior leaders pay		A	M6				
6.6	Recommendations to Trust Pay Committee (all teachers, excluding headteachers)			A6	R	R*	C	
6.7	Recommendations to Trust Pay Committee (school headteachers)			A6	R		AR*	
6.8	Agree staffing structure within school (within budget)			A2	C	R*	R	
6.9	Appoint senior staff within school (deputy and assistant heads)				C	R	A	Heads to seek CEO approval
6.10	Appoint other staff (within the agreed staffing structure)					RA	RA M	
6.11	Performance management of school staff				A	R	M	
6.12	Performance management of school headteachers and executive heads			M6	R		AR*	
6.13	Ensure accuracy and completeness of the Single Central Record (school and central)			M6	M	AR	AR	
6.14	Suspend/reinstate (all staff)		AR				R	Seek HR Director guidance
6.15	Dismissal/Appeals Process (all staff)		AR				R	Seek HR Director guidance
6.16	Approve exit payments/early retirement/pension discretion		A				R	
6.17	Changes to school staffing structures including recruitment (outside agreed budget)		A	M2	C	C	R	
6.18	Establish and ensure compliance with all HR related policy and procedure (Including appraisal, pay, disciplinary and capability)		A	M6	M	R	M*	CEO is 'R' (responsible) for Central Team

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7. Academic Performance, Curriculum and Teaching

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Item	Task	Members	Board	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
7.1	Ensure compliance with all policy and procedure and related school procedures		A		M*	R	M	
7.2	Draft and review Self-Evaluation Form (SEF) within school				M	R	M*	
7.3	Approve trust curriculum plan/policy		A			C	R	
7.4	Individual school development and curriculum plans			C3	A	R	M	
7.5	Plan and deliver individual school improvement interventions and strategies			M3	C	R	A	
7.6	Within school, improve quality of teaching, attendance and outcomes for all pupils, including disadvantaged, those with SEND and the most able				AM*	R	M	
7.7	Trust-wide, improve quality of teaching, attendance and outcomes for all pupils, including disadvantaged, those with SEND and the most able		A	M3	M	R	R	
7.8	Ensure and monitor safeguarding in schools		A	M3	M	R*	R	The LGC is responsible for adopting their school's safeguarding policy, which should be based on the template provided by central and reviewed every 12 months.
7.9	Proactively monitor and take appropriate action upon feedback from pupils, parents and staff				A	R	M	Includes solicited (surveys etc) and unsolicited feedback
7.10	Ensure that the provision of RE in all schools is in line with the Oxfordshire Locally Agreed Syllabus				A	R	M	
7.11	Ensure that Ofsted requirements are met			M3*	A	R	M	

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8. Church Schools

Where a number of groups have a shared duty of A, M or R, overall lead/authority is shown in **bold** with an asterisk*

Item	Task	Members	Board	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
8.1	Ensure the Christian character of Church Schools is protected and promoted appropriately and in accordance with policy and procedure			M3*	A	R	M	In collaboration with diocese
8.2	Ensure that SIAMS requirements are met			M3*	A	R	M	

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9. Behaviour and Engagement in Learning / Exclusions

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Item	Task	Members	Board	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
9.1	Draft/update, review and approve positive relationship and behaviour regulation principles				A	C	R	School must ensure local procedures do not conflict with Trust-wide policy
9.2	Monitor implementation and compliance with pupil positive relationship and behaviour regulation policy and procedures			M3	M	R	M	
9.3	Exclude a pupil permanently					R	C	CEO must agree before final decision made. LGC chair to be informed of exclusion by headteacher.
9.4	Review an exclusion		A/R		A/R		C	This is to review an exclusion made by the HT
9.5	Direct reinstatement of excluded pupils		A/R		A/R			
9.6	Suspend a pupil for a fixed period			M3	M	A/R	C	Ensure Trust Lead informed
9.7	Review the level of pupil suspensions, exclusions, bullying and discrimination incidents. Analysis patterns, recommend possible trust actions			M3	M	R		

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10. Admissions

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Item	Task	Members	Board	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
10.1	Agree Admissions policy		A		C		R	Review every 7 years unless changes required
10.2	Application decisions and managed moves			M3*	M	R	A	CEO to approve. M3* only when a managed move has arisen from a discipline matter in a Trust school
10.3	Approve Admissions Appeals Procedure						R	
10.4	Appeal against LA admission number and directions to admit pupils					R	R	
10.5	Admissions prospectus		A		M	R	M*	
10.6	Keep register of pupil's admissions to school					R		
10.7	Review pupil number projections			M2				
10.8	Marketing and pupil recruitment			A2	M	R	C	If numbers are low, talk to CEO for advice on strategy

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11. Premises and Insurance

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Item	Task	Members	Board	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
11.1	Ensure Premises-related insurance policies are in place		A	M2			R	
11.2	Approve trust-wide estate vision, strategy and asset management plan		A	R2*			R	
11.3	Allocation of SCA funding			A2		C	R	
11.4	Monitor school estate to ensure it is safe and well maintained		A	M2	M	R	R	
11.5	Dealings in land and estates		A				R	
11.6	Ensure school and trust continuity plans are in place		A	M2	M	R	R	

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12. Health and Safety

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Item	Task	Members	Board	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
12.1	Monitor implementation of and compliance with H&S Policy			M2*	M	R*	R	
12.2	H&S Risk Management Plan		A	R2*	M		R	
12.3	Monitor H&S Risks			M2	M	R	MR*	

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13. Data Protection and Freedom of Information

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Item	Task	Members	Board	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
13.1	Ensure compliance with DP and FOI policy			M5*	M	R	R	
13.2	Carry out DP impact assessments as and when required			M5*	M	R*	AR	The school will perform DP impact assessment under guidance from Data Protection Officer

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14. School Organisation and Attendance

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Item	Task	Members	Board	Board Committees	LGC	Headteacher	CEO and Exec Team	Notes
14.1	Set dates of the school terms, holidays and INSET days				C	C	A	
14.2	Set times of the school day		A			R	C	Consult with CEO very early in any consideration
14.3	Set school attendance targets			A3				
14.4	Keep a register of pupil's attendance					R		
14.5	Analyse and monitor attendance data and school actions on persistent absence			M3	M	R	R	

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