



Scheme of Delegation

Owner:

Head of Governance

Approved by:

Trust Board

Last reviewed:

September 2025

Next review due by:

September 2026

Introduction

The CAM Academy Trust's Board of Trustees are accountable in law for all major decisions about all the schools within the Trust. However, this does not mean that the Board is required to carry out all the Trust's governance functions, and many functions can be delegated elsewhere. Many decisions will be delegated to board committees, the CEO, and the executive team. The decision to delegate a function is made by the full Board of Trustees and is recorded. This document sets out the individual or committees' power to act.

The Scheme of Delegation will be reviewed annually and will be responsive to the changing circumstances of The CAM Academy Trust. The Trust Board reserves the right to review and alter this Scheme of Delegation at any time.

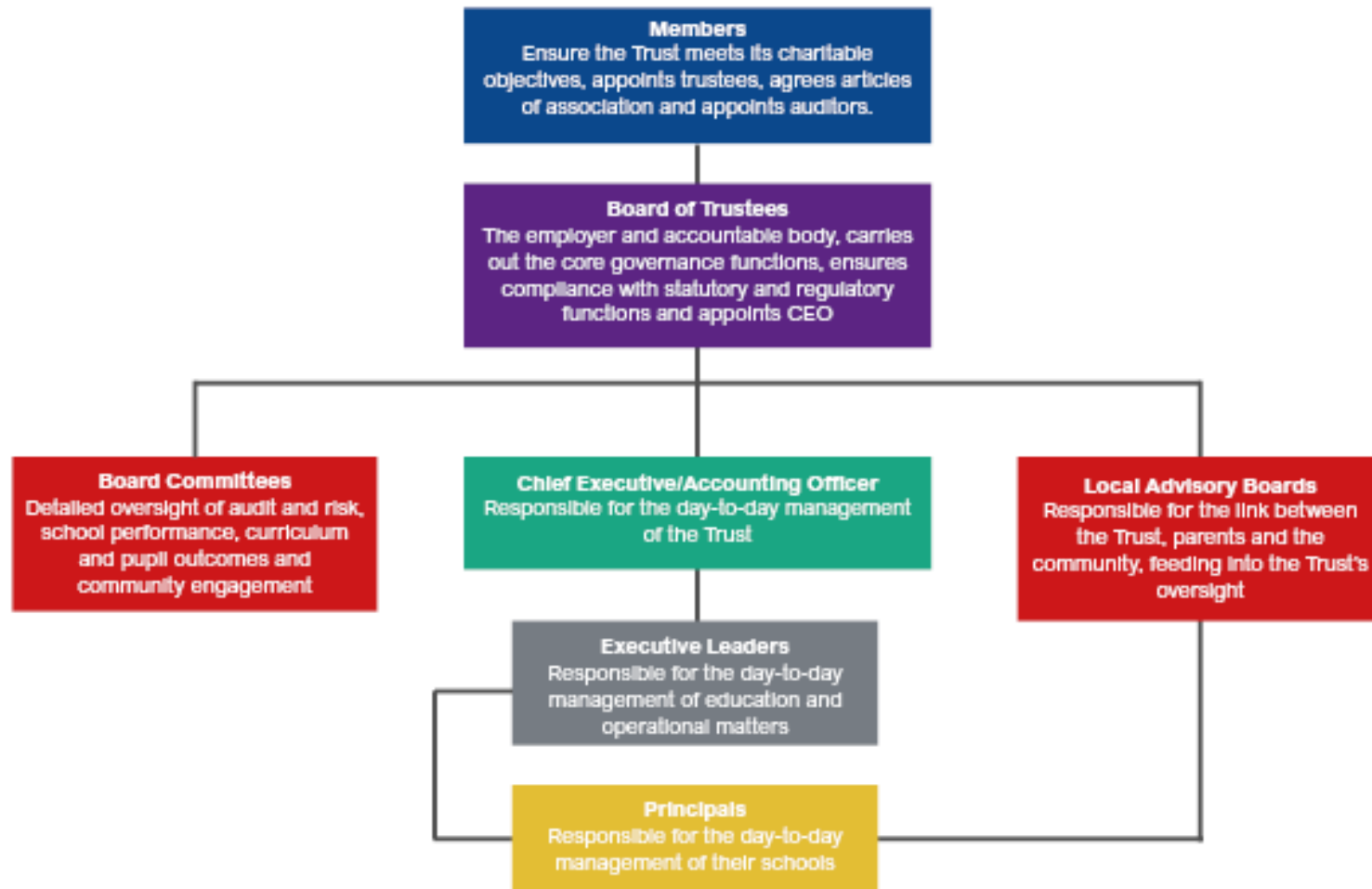
The purpose of the Scheme of Delegation

The Scheme of Delegation is a key document defining how accountability and decision-making works within the Trust. As a document, the Scheme of Delegation is a simple and systematic way of ensuring Members, Trustees, Board committees, executive leaders, principals are clear about their roles and responsibilities within the governance structure.

The Scheme of Delegation will:

- reflect the Trust's ethos, promoting a positive climate and a culture of honesty, transparency, and accountability for the benefit of all stakeholders
- ensure the executive leadership is clear about which decisions the Trust Board retains, and the extent of executive powers
- be clear about who appoints and performance manages the chief executive, other senior executives, and the principals
- identify where the Trust Board retains responsibility for:
 - determining policy
 - management of risk
 - oversight of budgets and financial management
 - oversight of educational performance

Our governance structure



Roles and Responsibilities

The Role of Members

The CAM Academy Trust is set up as a charitable company, so it must have members. The members are guardians of the governance of the Trust, ensuring the charitable objective is fulfilled. They hold the Trustees to account for the effective governance of the Trust but have minimal involvement in running the Trust. The members agree the Trust's articles of association, appoint Trustees and external auditors. The members receive the annual report and accounts and must receive information on the Trust's performance.

The Role of Trustees

Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and Company Directors (within the terms of the Companies Act 2006). Trustees are bound by both charity and company law, so the terms 'Trustees' and 'Directors' are often used interchangeably. The Trust uses the term 'Trustee' as it avoids the possible confusion caused when executive leaders are called Directors but are neither Company Directors nor Trustees. The use of 'Trustee' also serves to highlight the overarching charitable purpose of the Trust, distinguishing it from other directorships that may be held in the private sector. Trustees are responsible for the general control and management of the Trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement are legally accountable for all statutory functions and for the performance of all the academies within the Trust; they do this by carrying out the core governance functions. The Trustees role of the Board is strategic, and they work closely with the Chief Executive.

The Role of Trust Board Committees

The Trustees may establish committees to carry out some of its governance functions which may include making decisions. One of the committees must include Audit and Risk which advises on the adequacy of the Trust's controls and risks. The membership must consist of at least three Trustees and responsibilities of Board Committees are set out in the committees' Terms of Reference. It is usual for the Trust Board to appoint Board Committee Chairs and committee members according to their skills. The chair of the audit and risk committee cannot be the chair of the Board of Trustees. The majority of audit and risk committee members must be Trustees. Other committee members may be non-Trustees that are co-opted onto the committee with the approval of the Trust Board. Employees of the Trust must not be Audit and Risk committee members, but the Accounting Officer (CEO) and the Director of Finance and Operations will attend meetings to provide information and take part in discussions.

The Role of the Local Advisory Boards

The Local Advisory Boards (LABs) forms the bridge between the Trust Board and its schools and is integral to the governance of the Trust. The LAB provides Trustees with insight into the unique challenges and opportunities faced by its communities. The LABs monitor safeguarding practices, SEND, school performance and engage with stakeholders, ensuring stakeholder views are accounted for and reflected in Trust Board decisions. To comply with the articles of association two parents are elected to the individual LABs.

The Role of the Chief Executive

The Chief Executive is responsible for the day-to-day management of the Trust, the leadership and management of the central executive team and for informing and supporting the work of the Trust Board, including the setting of and the delivery of the Trust's vision and strategy. The Chief Executive is the Accounting Officer for the Trust. The CEO has personal responsibility to parliament for regularity, propriety and value for money, and for assuring the Board about compliance with the funding agreement and the Academy Trust Handbook.

The Role of the Finance Director

The Trust must have a Finance Director (FD), appointed by the Trust Board, who has responsibility for the Trust's detailed financial procedures. The Finance Director plays both a technical and leadership role.

The Role of the Principals

The principals are responsible for the day-to-day management of the individual schools. The principals share information with the LAB about how the school operates to enable monitoring and scrutiny of key procedures and improvement plans.

Key

✓	Power of approval and answerable for delivery. May delegate task to those responsible	✓	Responsible for delivery of task	✓	Must be Consulted
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Decisions	Members	Trustees	CEO	Executive Team	Head of Governance	Principal	Local Advisory Boards
Governance							
Determine the name of the Academy Trust	Approval	Consulted	Consulted				
Dissolve the Academy Trust ('company')	Approval	Consulted	Consulted				
Review the articles of association		Approval	Consulted				
Ratify changes to the articles of association	Approval						
Appoint / remove external auditor	Approval						
Appoint insurers		Accountable	Consulted				
Appointment of bankers and investment managers		Accountable	Consulted				
Approve the statutory annual accounts		Accountable	Consulted				
Appoint / remove members	Accountable						
Appoint / remove trustees	Accountable						
Evaluate the effectiveness of trust wide governance	Accountable	Responsible	Consulted		Consulted		
Elect Chair and Vice Chair of trustees (annually as per articles)		Accountable					
Appoint board committee chairs and members		Accountable	Consulted				
Determine powers of Chair of trustees in urgent situations		Accountable					

Decisions	Members	Trustees	CEO	Executive Team	Head of Governance	Principal	Local Advisory Boards
Approve the acquisition or disposal of a school or MAT		Accountable	Consulted				
Approve a Scheme of Delegation and review annually		Accountable	Responsible		Consulted		
Agree named Safeguarding, SEND, Careers & Whistleblowing trustee		Accountable					
Agree role descriptions for link trustees		Accountable					
Appoint / remove LAB Chairs			Accountable				
Appoint / remove LAB Members			Accountable			Consulted	
Appoint LAB lead monitoring roles (Safeguarding/SEND/Careers)							Accountable
Carry out parent LAB member elections when vacancies arise to comply with articles							Accountable
Appoint / remove Trust Governance Professional		Accountable	Responsible				
Establish & review the trust governance structure annually		Accountable	Consulted		Consulted		
Agree an annual schedule of governance business		Accountable	Consulted		Responsible		
Agree trust board and committee meeting dates		Accountable	Consulted		Responsible		
Ensure all trust governance meeting minutes are recorded and signed		Accountable			Responsible		
Agree LAB clerking arrangements			Accountable		Responsible		

Decisions	Members	Trustees	CEO	Executive Team	Head of Governance	Principal	Local Advisory Boards
Appoint / remove LAB governance professional			Accountable		Responsible	Consulted	
Agree LAB committee meeting dates and agendas, ensuring trust wide consistency			Accountable		Responsible	Consulted	Consulted
Agree terms of reference for all board committees, including LABs annually		Accountable					
Complete annual trust board self evaluation, including skills audit		Accountable					
Ensure trustees have access to relevant training and induction		Accountable			Responsible		
Ensure LAB members have access to relevant training and induction			Accountable		Responsible		
Commission an external review of governance every 3 years	Accountable	Responsible	Consulted		Consulted		
Complete periodic review of local governance		Accountable	Consulted		Responsible		
Submit annual report on the performance of the trust to members		Accountable	Responsible				
Publish governance arrangements on trust and school websites			Accountable		Responsible		
Ensure trust and school websites are compliant			Accountable		Responsible		
Maintain compliance on GIAS and Companies House			Accountable		Responsible		
Ensure compliance with the Academy Trust Handbook and Funding Agreements		Accountable		Responsible			
Maintain a register of interests			Accountable		Responsible		

Decisions	Members	Trustees	CEO	Executive Team	Head of Governance	Principal	Local Advisory Boards
Ensure board reporting channels are established			Accountable		Responsible		
Approve Trust-wide Admissions policy		Accountable	Consulted	Responsible			
Approve school admissions arrangements				Accountable		Responsible	Consulted
Approve school admissions applications						Responsible	
Approve statutory policies		Accountable	Consulted	Responsible			
Approve non-statutory Trust-wide policies			Accountable	Responsible			
Approve local school procedures				Accountable		Responsible	Consulted
Risk Management							
Determine the Trust's approach to risk management		Accountable	Responsible				
Agree risk management policy		Accountable	Responsible				
Approve Trust wide risk register		Accountable					
Oversee the risk register and undertake a full review at least annually		Accountable					
Manage and report on risk mitigation strategies			Accountable	Responsible			
Vision & Strategy							
Determine the Trust's vision, strategy, values, culture and key priorities		Accountable	Responsible	Consulted			
Agree Trust growth strategy		Accountable	Responsible	Consulted			

Decisions	Members	Trustees	CEO	Executive Team	Head of Governance	Principal	Local Advisory Boards
Hold trustees to account for achieving the Trust objectives and effective governance arrangements	Accountable						
Ensure appropriate due diligence is conducted for any new schools joining the Trust		Accountable	Responsible	Consulted			
Develop engagement channels with key stakeholders in line with Trust vision and priorities			Accountable		Responsible		
Engagement with local stakeholders and localised support & challenge on community-facing aspects of the school			Accountable				Responsible

Decisions	Trustees	CEO	Executive Team	Principal	Local Advisory Boards
Education					
Strategy, planning and monitoring					
Approve Trust-wide Improvement strategy	Accountable	Consulted	Responsible		
Approve school Educational Improvement Plan			Accountable	Responsible	
Approve Trust-wide Pupil Premium plan and framework		Accountable	Responsible		
Approve and monitor trust wide safeguarding strategy	Accountable	Responsible			
Approve and monitor trust wide send strategy, including compliance with SEND code of practice	Accountable	Responsible			
Approve Trust self-evaluation	Accountable	Consulted	Responsible		
Approve school self-evaluation			Accountable	Responsible	
Approve Trust educational targets	Accountable	Consulted	Responsible		
Approve school educational targets		Accountable	Consulted	Responsible	
Approve school Pupil Premium plans			Accountable	Responsible	Consulted
Approve a broad and balanced Trust curriculum and curriculum policy, in line with statutory requirements and review its effectiveness	Accountable	Responsible			
Set the dates of school terms and holidays		Accountable	Consulted	Responsible	
Set the times of school sessions		Accountable	Consulted	Responsible	
Agree equality information and objectives (public sector equality duty) statement and monitor delivery	Accountable	Responsible			

Decisions	Trustees	CEO	Executive Team	Principal	Local Advisory Boards
Educational Data					
Approval of school census information prior to DfE submission			Accountable	Responsible	
Approve destinations data			Accountable	Responsible	
Approval of QA'd assessment data			Accountable	Responsible	
Annual Reports					
Approval of Trust annual pupil premium impact report	Consulted	Accountable	Responsible		
Approval of school annual pupil premium impact report			Accountable	Responsible	Consulted
Approval of Trust annual SEND impact report	Consulted	Accountable	Responsible		
Approval of school annual SEND impact report			Accountable	Responsible	
Appointments					
Approve appointment of Trust-wide designated safeguarding lead		Accountable	Responsible		
Approve appointment school safeguarding lead				Accountable	
Approve appointment school SENCO				Accountable	
Exclusions					
Decision to issue a fixed term pupil exclusion				Accountable	
Decision to permanently exclude			Consulted	Accountable	
Setting approach to directing pupils offsite (exclusions)		Accountable	Responsible		
Monitor rates of suspension and permanent exclusions across the Trust			Accountable		

Decisions	Trustees	CEO	Executive Team	Principal	Local Advisory Boards
People Strategy & Policy					
Approve Trust-wide People strategy	Accountable	Consulted	Responsible		
Approve annual pay award for all staff	Accountable	Consulted	Responsible		
Changes to Staffing Structures					
Approve staffing structure at Trust level		Accountable	Responsible		
Approve staffing structure at school Level			Accountable	Responsible	
Authority to appoint					
CEO	Accountable				
Executive Team (line managed by CEO)	Consulted	Accountable			
Central Team – leadership roles		Accountable	Responsible		
Central Team – staff		Accountable	Responsible		
Principals	Accountable	Responsible	Consulted		
School senior leadership team		Consulted	Accountable	Responsible	
School middle leaders, teaching and support staff				Accountable	
Governance professional to support the board	Accountable	Responsible			
Appraisal					
CEO	Accountable				
	Responsible				

Decisions	Trustees	CEO	Executive Team	Principal	Local Advisory Boards
Executive Team		Accountable			
		Responsible			
Central Team – leadership		Accountable	Responsible		
Central Team – staff		Accountable	Responsible		
Principals	Accountable	Responsible	Consulted		
School senior leadership team			Accountable	Responsible	
School middle leaders, teaching and support staff			Accountable	Responsible	
Variation to contractual terms including Pay					
CEO	Accountable				
Executive Team		Accountable			
Central Team – leadership		Consulted	Accountable		
Central Team – staff		Consulted	Accountable		
Principals		Accountable	Consulted		
School senior leadership team			Consulted	Accountable	
School middle leaders, teaching and support staff			Consulted	Accountable	
Settlement Agreements					
All staff		Accountable			

Decisions	Trustees	CEO	Executive Team	Principal	Local Advisory Boards
Gardening Leave/release from obligation to serve notice					
CEO	Accountable				
Executive Team		Accountable			
Central Team (leaders and staff)		Consulted	Accountable		
School staff (all levels)		Consulted	Accountable		
Suspensions, Disciplinary or Grievance procedures involving (including authority to dismiss)					
CEO	Accountable				
Executive Team		Accountable			
Central Team – leadership		Consulted	Accountable		
Central Team – staff		Consulted	Accountable		
Principals		Consulted	Accountable		
School staff (all levels)			Consulted	Accountable	
Appeals against outcome of Disciplinary or Grievance procedures involving:					
CEO	Accountable				
Executive Team	Accountable				
Central Team – leadership		Accountable			
Central Team – staff			Accountable		

Decisions	Trustees	CEO	Executive Team	Principal	Local Advisory Boards
Principals		Accountable			
School staff (all levels)			Accountable		
Approval of pension payments (early retirement/pension discretion/ill health retirement)					
CEO	Accountable				
Executive Team		Accountable			
All other staff		Accountable			
Restructuring and Redundancy Programmes involving:					
CEO	Accountable				
All other staff		Accountable			

Decisions	Trustees	CEO	Executive Team	Principal	Local Advisory Boards
Operations					
Estates					
Approve trust wide estates strategy	Accountable				
Approve proposals for the acquisition/ disposal of land/buildings	Accountable	Consulted	Responsible		
Approve major (SCA) capital works and long-term building projects, based on condition surveys	Accountable	Consulted	Responsible		
Approve annual school capital works and maintenance programme		Accountable	Responsible		
Health & Safety					
Approve Trust-wide health and safety strategy	Accountable	Consulted	Responsible		
Approve educational aspects of school health and safety plan				Accountable	
Approve operational aspects of school health and safety plan			Accountable	Responsible	
Ensure that there is suitable expert support on health and safety		Accountable			
Data Protection					
Authority to submit Freedom of Information, Data Protection and Subject Access Request responses on behalf of the Trust			Accountable		

Decisions	Trustees	CEO	Executive Team	Principal	Local Advisory Boards
Communications					
Approve all press responses identified as a risk to the Trust's reputation (school, or national level)		Accountable			
Approve other press responses for national media		Accountable			
Approve other press responses at local media school level			Accountable	Responsible	
Approve any commissioned writing/opinion pieces for external parties from CAM Academy Trust staff		Accountable			
Approve written responses to MPs, Regional Schools Commissioners, Local Authorities, Ofsted, DfE, ESFA. etc.		Accountable	Responsible		
IT					
Approve a Trust-wide IT and cyber security strategy		Accountable	Responsible		
Operational Value for Money					
Approve Trust-wide value for money operational projects		Accountable	Responsible		
Business Continuity					
Approve trust wide business continuity plan	Accountable	Responsible			
Approve school business continuity plan			Accountable		

Decisions	Trustees	CEO	Finance Director	Principal	Local Advisory Boards
Financial					
Budget					
Approve annual Trust budget and three-year forecasts	Accountable	Responsible	Consulted		
Monitor Trust budget and ensure a balanced budget each financial year	Accountable	Responsible			
Prepare management accounts every month setting out the Trust and school budgets, to be shared with the Chair of Trustees every month and circulated at every board meeting			Accountable		
Monitor achievement of school level budget			Accountable		
Submit required financial reports and returns, ensuring compliance with DfE requirements			Accountable		
Approval of variances to target within school budgets (subject to approval of reforecast budget where required)					
Approve variances more than £50k		Accountable			
Approve variances up to £50k			Accountable		
Audit					
Ensure the Academy Trust Handbook requirements relating to the review of the external auditor's plans, findings and effectiveness are adhered to		Accountable	Responsible		
Produce Trust's financial manual to further expand on processes relating to delegated powers			Accountable		
Produce annual reports and accounts			Accountable		
Banking					
Changes to banking arrangements, including opening a new bank account and investment mandate	Accountable	Consulted	Responsible		

Decisions	Trustees	CEO	Finance Director	Principal	Local Advisory Boards
Legal					
Enter into litigation at risk of exceeding £100k	Accountable				
Authority to seek legal advice >£5,000 from CAM's procured solicitors		Accountable			
Authority to seek legal advice up to £5,000 from CAM's procured solicitors			Accountable		
Staffing Appointments					
Approval to appoint any staff hire with annual cost FTE salary over £70k per annum, permanent or temporary (excluding on costs)		Accountable	Responsible		
Approval to appoint any central staff hire with annual salary over £50k per annum, permanent or temporary		Accountable			
Approval to appoint any new role not in approved forecast or budget		Accountable			
All school staff hire if part of agreed budget (and not subject to other recruitment process)				Accountable	
Staff Reorganisations					
Any reorganisation exceeding £100k	Consulted	Accountable	Responsible		
Any re-organisation where costs are not expected to exceed £100k		Accountable	Responsible		
Any re-organisation not involving staff consultation or potential redundancy costs			Accountable		
Decision to purchase works, supplies (goods) and services excluding leases (in budget)					
Expenditure over £250,000	Accountable	Responsible	Consulted		
Expenditure between £100,000 and £250,000		Accountable	Responsible		
Expenditure between £5,000 and £100,000			Accountable		

Decisions	Trustees	CEO	Finance Director	Principal	Local Advisory Boards
Expenditure up to and including £5,000				Accountable	
Decision to agree to a Lease on contract (in budget)					
With a total commitment in excess of £500k	Accountable	Responsible	Consulted		
Lifetime of more than 12 months	Accountable		Responsible		
Lifetime of less than 12 months		Accountable	Responsible		
Virements and Budget variances and out of Budget spend					
Out of budget expenditure in excess of £200k	Accountable	Responsible	Consulted		
Out of budget expenditure between £100,000 and £200,000		Accountable	Responsible		
Out of budget expenditure between £50,000 and £100,000		Accountable	Responsible		
Out of budget expenditure between £3,000 and £50,000		Consulted	Accountable		
All budget allocations/virements less than £3k as part of the day-to-day management of the school budget.				Accountable	
Sign Contracts (in budget)					
Any contract with a maximum value exceeding £100,000 or exceeding a 5 year term		Accountable	Responsible		
Any contract with a maximum value between £5,000 (£10,000 for works) and up to £100,000 and up to a 5 year term			Accountable		
When the contract is a Deed, involves a TUPE transfer, a Lease, an automatic roll-over/renewal, a CAM Academy Trust indemnity, a guarantee or warranty to a third party		Accountable	Responsible		

Decisions	Trustees	CEO	Finance Director	Principal	Local Advisory Boards
Income (other than DfE LA Grant)					
Any income exceeding £50,000 per year			Accountable		
Any supply to third parties (other than renting halls, or gym space and equipment)				Accountable	
Prior DfE authorisation is always required for the following types of transactions					
Novel, contentious and repercussive transactions	DfE authorisation required				
Staff severance and compensation over £50k before tax					
Ex gratia payments					
Writing-off debts and losses (subject to £250,000 ceiling) exceeding 1% of annual income or £45k individually; 2.5% or 5% of annual income cumulatively					
Entering into indemnities (beyond the normal course of business), guarantees or letters of comfort (subject to £250,000 ceiling) if exceeds 1% of annual income or £45,000 individually; or 2.5% or 5% of annual income cumulatively					
Acquiring or disposing of freehold on land/buildings					
Disposing of heritage assets					
Taking up a finance lease not on the approved list					
Taking up a leasehold on land/buildings if term is >7 years					
Granting a lease on land and buildings					
Borrowing (including finance leases and overdraft facilities)					
Supplies to the trust from related parties over £40k					