

SEN Trust Southend - Scheme of Delegation

Adopted on: 16/10/2017

Most recently reviewed on: 25/11/2025

This Scheme:

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- should be read in conjunction with the Trust's Articles of Association and Financial Regulations
- may only be altered or revoked by the Trustees.

The Trust's Scheme of Financial Regulations, which the Trust is required to have under re Academies Financial Handbook, is set out in a separate document and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme is divided into four sections as follows:

- Strategy & Leadership;
- Education & Curriculum;
- Financial;
- HR & Operations.

To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found on the next page of this Scheme. In this Scheme the phrases used above have the following meanings:

(alphabetical order)

Consult: the individual/group that should be consulted as part of the process of completing a particular task.

Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Headteacher this will be at Academy level.



Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

Ratify: Final approval of policies or recommendations made by the appropriate individual or group to the Trust Board

Report: the individual/group that has primary responsibility for presenting a report (that can be verbal) on the delivery of tasks.

In the case of:

- the CEO they will be making reports to the Board and/or LGB (as appropriate)
- the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate)
- the Headteacher they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately

STRATEGY AND LEADERSHIP				
	Trustees/ sub committees of Trustees	CEO	LGB	Headteacher
Strategic Leadership of the Trust & Academies	Determine - for the Trust Consult for Academies	Deliver	Determine & deliver for individual academies	Deliver for individual academy
Setting the culture, values and aims of the Trust & Academies	Determine - for the Trust Consult - for the Academies	Develop - for the Trust Consult - for the Academies	Deliver - for the Academies	Deliver for the Academies
Oversight of strategic objectives of the Trust & Academies	Review Deliver	Deliver Report	Review report	Deliver Report for individual Academy
Scrutiny: Performance - review & challenge progress of the Trust against its strategic objectives	Review - progress of the Trust & Academies	Deliver Review Report	Review - progress of the Academy Report - progress to the CEO & Board	Deliver Report - progress of the Academy to the LGB
Championing the Trust strategy - ensuring that the strategy is clearly communicated and championed across the trust.	Determine for the Trust Deliver Review	Deliver Report Consult	Review	Deliver Report
Fostering equality, diversity and inclusion across the Trust - including building a diverse board	Deliver Review	Deliver	Review	Deliver Report
Compliance: Funding Agreement - comply with all obligations including those in the Articles of Association, the latest Academy Trust Handbook and Academy Trust Governance Guide	Ratify	Deliver with CFO Report	Deliver review	Deliver

STRATEGY AND LEADERSHIP				
	Trustees/ sub committees of Trustees	CEO	LGB	Headteacher
Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety	Ratify	Report -	Deliver Report	Deliver Report
Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Ratify	Deliver with CFO Review	Review	Deliver
Compliance - completing the Register of Business & Personal interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Review Ratify	Deliver	Deliver	Deliver
Trust Risk Register	Ratify	Review	Review - Academy risk register	Deliver - management of Academy risk register
Establish a high performing governance structure - including appointing board committees and academy committees	Determine Deliver Review	Consult Review	Deliver Review	Consult Review
Appointments of Trustees - ensuring processes in place for appointment of trustees (including ensuring that the Trustees have the skills to run the Trust. (Reference Annex 1 of Terms of Reference)	Determine - policies and criteria for the selection of Trustees and Governors (Terms of Reference) Review - the Board's own performance	Consult	Consult	
Appointments of Governors - ensuring processes in place for appointment of governors (including ensuring that the Governors have the skills to run the Academies)	Review - performance of the LGBs Determine - policies and criteria for the selection of	Consult	Determine procedures for the election of co-opted, staff and parent governors of the LGB in	Review Consult - annually the size, structure, composition and skills of LGBs.

STRATEGY AND LEADERSHIP				
	Trustees/ sub committees of Trustees	CEO	LGB	Headteacher
<i>(Reference Annex 1 of Terms of Reference)</i>	and Governors (Terms of Reference) Ratify		line with Terms of Reference Review - own performance	
Appoint Chair and Vice-Chair	Deliver		Deliver	
Appointment of Local Governing Body Parent Governors			Deliver	
Appointing a Careers link Trustee - to add strategic oversight responsibility for careers education	Deliver	Consult	Report	Consult Report
Prepare terms of reference for LGBs and Committees	Deliver Review Ratify	Consult Review	Consult	Consult
Appointment checks, induction and training programme for Trustees and Governors	Deliver	Consult	Deliver	Consult
Setting expectations for Trustee and Governor conduct	Determine Review Ratify		Review Report	
Regular evaluation of Governance - Regular self-evaluation including recognition of areas for development	Ratify	Review Report	Review Report	Deliver Report Review

STRATEGY AND LEADERSHIP				
	Trustees/ sub committees of Trustees	CEO	LGB	Headteacher
<i>To delegate Chair's Actions to the Chair of Governors for each LGB</i>	Deliver		Deliver - Chairs to make decisions for their own school on any matter only where delay would be seriously detrimental to the school's functions. health & safety, exclusions/suspensions of staff / pupils. Report - to CEO & Trustees no later than the next full Trustees' meeting.	Consult
<i>Appointment of Clerk - Board and LGBs</i>	Deliver - appoint the clerk to the Board	Consult	Consult - in connection with the appointment of the LGB clerk	Deliver

STRATEGY AND LEADERSHIP				
	Trustees/ sub committees of Trustees	CEO	LGB	Headteacher
Policies - review and approval of Statutory Trust Wide. Including Governance Policies - data protection, information sharing, cyber security, Freedom of Information, Code of Conduct, complaints, whistleblowing Safeguarding policies - Safeguarding & child protection, Pupil mental health and wellbeing, Prevent, looked after children, safer recruitment, supporting pupils with medical conditions Behaviour and welfare policies - Behaviour, exclusions Health and Safety - food safety, first aid and fire safety	Determine	Deliver - presenting policies to the Board for approval Report - material non-compliance to the Board	Review - all policies approved by the Board and Academy specific policies	Deliver - presenting Academy specific policies for approval by the LGB Deliver MAT strategic development plan/ Report - non-compliance to the LGB and the CEO
Legal requirements for children with SEN are met and they are given support for learning	Ratify	Report	Report	Deliver Report Review
Admission decisions - within the SEN Code of Practice	Ratify	Review Report	Review	Deliver Report
Student issues - (attendance, exclusions, disciplinary matters for each academy)	Ratify	Review Report	Review Report	Deliver Review Report

STRATEGY AND LEADERSHIP				
	Trustees/ sub committees of Trustees	CEO	LGB	Headteacher
Safeguarding - appointment and training of a Designated Safeguarding Lead	Review Report	Review Report	Review Report	Deliver Review Report
Safeguarding -compliance with statutory guidance, maintenance of single central record and DBS checks.	Review Report	Review Report	Review	Deliver Review
Safeguarding - Nominating safeguarding lead Trustee and LGB Governor to take strategic leadership responsibility for safeguarding throughout the Trust	Determine Report	Review	Determine Report	
Sustainability - develop and implement a Climate Action Plan covering decarbonisation, improving biodiversity and climate education.	Ratify	Deliver	Review	Deliver

	EDUCATION AND CURRICULUM				
	Trustees	Curriculum and standards committee	CEO	LGB	Headteacher
Setting Academy Development Plan - for each Academy in line with strategic aims and priorities of the Trust	Ratify	Review Report	Review Report	Report Review	Work with the Academy Finance Officer and CEO in producing the Academy Development Plan Review - the Academy Development Plan
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review reports	Review and report	Review and report	Review Report	Review - management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to the Curriculum & Standards Committee.
Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Ratify	Review Report	Report	Review	Deliver - including reviewing effectiveness and standards of achievement
Pupil Premium - reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Ratify	Review Report	Review Report	Determine & Review - how Pupil Premium is spent at the Academy	Deliver Report - on effectiveness of use of the Pupil Premium
Curriculum - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.	Ratify	Review Report	Review Report	Review Report	Deliver Review Report

	EDUCATION AND CURRICULUM				
	Trustees	Curriculum and standards committee	CEO	LGB	Headteacher
<i>Collective worship arrangements for school without religious character.</i>	Ratify	Review		Review	Deliver
<i>Admission decisions - within SEN Code of Practice</i>	Ratify	Review and report on nature of admissions and report on changes in cohorts.	Review and liaise with LA over admission criteria and pupil numbers in each school, support in Tribunals as necessary	Report on numbers and type of SEND	Deliver and determine appropriate numbers of placements each year (including ages and ability to meet needs of pupils)
<i>Review - considering and evaluating performance of the Academies by:</i> <i>reviewing progress against agreed school outcomes</i> <i>holding each academy's leadership to account for academic performance, quality of care and quality of provision</i> <i>monitoring the overall effectiveness and efficiency of leadership and management at the Academies</i> <i>receiving reports on the quality of teaching and learning and making recommendations to the Board.</i>	Ratify	Review Reports	Review Deliver	Review Report	Report Deliver

	EDUCATION AND CURRICULUM				
	Trustees	Curriculum and standards committee	CEO	LGB	Headteacher
<i>Self-evaluation - carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.</i>	Ratify	Review Report	Consult report Deliver MAT strategic development plan	Report Review	Determine Deliver Report
<i>Curriculum priorities, strategic plans for the MAT</i>	Review Ratify	Review	Consult Deliver MAT strategic development plan	Report Review	Deliver Report
<i>Careers guidance - ensuring statutory requirements are met</i>		Review	Review	Review	Deliver Report
<i>Relationships and Sex Education - ensuring statutory requirements are met</i>		Review	Review	Review	Deliver Report
<i>Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)</i>	Ratify	Review	Review Report	Review Report	Deliver Report
<i>Keeping admission and attendance registers</i>	Ratify		Review	Review	Deliver Report
<i>Delivering support for looked after children and previously looked-after</i>	Ratify		Review	Review	Deliver Report

	EDUCATION AND CURRICULUM				
	Trustees	Curriculum and standards committee	CEO	LGB	Headteacher
<i>children - appoint a designated staff member</i>					
Term Dates and length of school day	Determine - consult			Determine with the Board	Deliver
School lunch - ensure provided to appropriate nutritional standards				Review	Deliver
Provision of free school meals to those meeting criteria				Review	Deliver
Uniform Policy - to align with statutory guidance				Review Ratify	Determine Deliver
Stakeholder Engagement <i>promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by students.</i> <i>Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the</i>	Ratify	Review	Consult	Determine	Deliver

	EDUCATION AND CURRICULUM				
	Trustees	Curriculum and standards committee	CEO	LGB	Headteacher
<i>Academies to assess its performance against its stated aims and objectives.</i> <i>Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.</i>					
Ofsted Inspections Trust Support - <i>Board will liaise with Ofsted where MAT is inspected it will assist with an Academy inspection.</i> <i>CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review</i> <i>CEO will support LGBs and Headteachers for individual Academy inspections</i>	Deliver	Report Deliver	Deliver Report	Deliver	Deliver
Ofsted Inspections: Academies	Review		Report	Deliver	Deliver

FINANCIAL						
	Trustees	Audit & Risk Committee	CEO	LGB	Headteacher	CFO
<i>Appointment of the Audit and Risk Committee</i>	Deliver Ratify					Consult
<i>Ensure the Trust Board has at least one individual with specific, relevant skills and experience of financial matters</i>	Deliver	Deliver Report Ratify				Consult Report
<i>Appointment of the Accounting Officer</i>	Deliver Determine Ratify	Determine				
<i>Performance management of Accounting Officer</i>	Deliver					
<i>Recommend appointment of External Auditors to the Members</i>	Deliver to Members	Review Determine				Consult Report
<i>Establishing controls framework including internal audit</i>		Determine	Review		Review	Consult
<i>Approve Annual Accounts</i>	Report to Members Ratify.	Review Report	Review			Report Review

FINANCIAL						
	Trustees	Audit & Risk Committee	CEO	LGB	Headteacher	CFO
<i>Scheme of Financial Regulations & Financial Policies</i> -establishment of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine Ratify	Review Deliver	Review and comply alongside CFO Report -	Deliver		Deliver Determine Report -
<i>Bank Accounts</i> (in name of Trust)-authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Ratify			consult	Consult	Consult Deliver Report
<i>Managing Cash position</i> - to avoid becoming overdrawn on bank accounts	Ratify	Review		Review	Deliver Report	Consult Determine Report
<i>Funding Model</i> - Develop an individual funding model for each Academy so as to the secure the Trust's financial health in the short term and the long term	Determine Ratify	Review consult with LGBs/CEO/CFO/HT	Review	Review	Deliver Report review	Deliver Report review
<i>Setting delegated authority limits for financial transactions.</i>	Ratify	Consult Review	Consult	Review	Consult	Consult Determine Report
<i>Trust Annual Budget</i> - formulating and setting the Trust wide budget	Determine Ratify	Review Report	Consult	Consult	Consult	Deliver - draft Trust budget to A & R Committee for scrutiny

FINANCIAL						
	Trustees	Audit & Risk Committee	CEO	LGB	Headteacher	CFO
Academy Annual Budgets - formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/balances)	Review Ratify	Ratify academy budgets, as approved by LGB's	Review	Ratify within permitted limits (as defined in the Scheme of Financial Regulations).	Deliver - preparation of Academy budgets in consultation with the LGB's and present to Audit & Risk Committee for ratification	Deliver - preparation of Academy budgets in consultation with the LGBs and present to Audit & Risk Committee for ratification
Reporting: Delivering monthly management accounts and forecasts	Ratify	Review, Report		Review	Deliver	Deliver Report Review
Expenditure and ensuring delivery of Annual Budgets	Review Ratify	Receive reports Review	Report to A&R Committee and/or Trustees any material issues.	Review	Review with Academy Finance Officer and report to LGB	Review and report to CEO and A&R committee any matters of concern in respect of the annual budget.
Managing conflicts of interest and related party transactions - maintaining register of interests	Deliver	Deliver Review		Deliver Review	Deliver	Deliver
Managing novel, contentious and repercussive transactions - refer to DfE prior to transaction taking place.	Deliver	Review Report		Review Report	Consult Review Report	Consult Deliver Report
Setting estates management strategy - manage estate	Review Ratify	Review Report	Deliver Report	Review Report	Deliver Review	Deliver Review

FINANCIAL						
	Trustees	Audit & Risk Committee	CEO	LGB	Headteacher	CFO
<i>strategically, maintain a safe working conditions and complying with statutory duties to ensure H&S of occupants</i>					Report	Report
Funding Model - Develop an individual funding model for each Academy so as to the secure the Trust's financial health in the short term and the long term	Determine Ratify	Review consult with LGBs/CEO/CFO/ HT	Review	Review	Deliver Report review	Deliver Report review
Trust Annual Budget - formulating and setting the Trust wide budget	Determine Ratify	Review Report	Consult	Consult	Consult	Deliver - preparation of draft Trust budget for presentation to A & R Committee for scrutiny
Academy Annual Budgets - formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/balances)	Review Ratify	Ratify academy budgets, as approved by LGB's	Review	Ratify within permitted limits (as defined in the Scheme of Financial Regulations).	Deliver - preparation of Academy budgets in consultation with the LGB's and present to Audit & Risk Committee for ratification	Deliver - preparation of Academy budgets in consultation with the LGBs and present to Audit & Risk Committee for ratification
Reporting: Delivering monthly management accounts and forecasts	Ratify	Review, Report		Review	Deliver	Deliver Report Review
Expenditure and ensuring delivery of Annual Budgets	Review Ratify	Receive reports Review	Report to A&R Committee and/or Trustees	Review	Review with Academy Finance Officer	Review and report to CEO and A&R committee any

FINANCIAL						
	Trustees	Audit & Risk Committee	CEO	LGB	Headteacher	CFO
			any material issues.		and report to LGB	matters of concern in respect of the annual budget.
<i>Developing finance policies - charging and remission, investment, procurement</i>	Review Ratify	Determine and review	Deliver			Deliver

HR AND OPERATIONS				
	Trustees/sub committees of Trustees	CEO	LGB	Headteacher
<i>Appointing the CEO / CFO</i>	Determine		Consult	Consult
<i>Appointing the Headteachers at each Academy</i>	Determine- in consultation with the CEO/LGBs	Deliver- sit on appointment panel along with, Trustee & [2] representatives of the relevant LGB	Deliver - [2 representatives] to sit on appointment panel with the CEO & a Trustee	
<i>Appointing of MAT Central Trust Staff (in line with recruitment policy)</i>	Ratify	Consult, Deliver Report	Consult	Consult
<i>Appointing Academy SLT (excluding Head)</i>		Consult	Deliver Appoint & Report to the Board	Consult Deliver
<i>Appointing Academy Staff (including cross-Academy staff but excluding SLT & Head)</i>			Deliver report	Determine Deliver report
<i>Establishing Trust wide HR Policies (including recruitment, appraisal, disciplinary, capability, absence, grievance and safer recruitment) in accordance with all appropriate regulations</i>	Determine Ratify Review	Review Report	Review	Consult
<i>Setting Appraisal Performance Management Policy</i>	Determine Ratify Review - in respect of CEO/CFO	Review & Report- in respect of Heads and cross Trust staff (and any appeals from Academy staff) Review & Report -to the Board on appraisal arrangements and outcomes	Report- in respect of performance management of Heads Review - any appeals respect of all other staff	Ratify in respect of all in school staff Report - annually to the CEO on appraisal arrangements and outcomes

HR AND OPERATIONS				
	Trustees/sub committees of Trustees	CEO	LGB	Headteacher
<i>Setting pay levels, including executive pay (in line with the Trust's pay policy and all statutory regulations)</i>	Determine Ratify	Deliver Report	Determine Ratify	Deliver Report
<i>Setting Terms and Conditions of Employment</i>	Determine - and consider any proposals by LGBs to make amendments to national Conditions		Consult - report to Board on any suggested changes to the Academy's terms and conditions	Deliver
<i>Setting Staff Handbook</i>			Review Ratify	Determine Deliver
<i>Overseeing staff wellbeing - including workload and working conditions</i>		Review	Review Report Ratify	Consult Deliver Report
<i>Dismissing CEO, Headteachers, senior and/or cross Academy staff - in accordance with the Trust disciplinary and capability policies</i>	Determine	Review - in respect of Heads, cross Academy staff and senior leadership teams of the Academies Report - any dismissals to the Board	Review - in respect of the Heads of the Academy	Review/Report - in respect of Academy senior staff
<i>Dismissing teaching staff - in accordance with the Trust disciplinary and capability policies</i>	Determine	Determine -report any dismissals to the Board	Deliver -Report any dismissals to the CEO & Board	Deliver -report any dismissals to the CEO & Board

HR AND OPERATIONS				
	Trustees/sub committees of Trustees	CEO	LGB	Headteacher
<i>Dismissing all other staff - in accordance with the Trust disciplinary and capability policies</i>	Determine	Report any dismissals to the Board	Deliver -report any dismissals to the CEO & Board	Deliver-report any dismissals to the CEO & Board
<i>Setting trust wide procurement policies - (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy</i>	Determine	Deliver alongside CFO	Consult	Consult
<i>Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy</i>	Determine Ratify	Review with CFO	Deliver	Deliver
<i>Enter into contracts - up to limit of delegation for each academy set out in Scheme of Financial Regulations</i>	Ratify	Review	Review	Deliver
<i>Determining and allocating central services provided to the Academies by the Trust</i>	Determine (in consultation with the LGBs) Ratify	Deliver-recommending the allocation of services to the Board	Consult	Consult
<i>Overseeing the effectiveness of services provided centrally by the Trust</i>	Review Ratify	Deliver Report	Report -	Consult
<i>Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained</i>	Determine Ratify	Review	Determine - academy plan in accordance with Trust policy Review delivery of academy plan	Deliver - in accordance with Academy policy
<i>Acquiring and disposing of Trust land</i>	Deliver	Consult	Consult	Consult

HR AND OPERATIONS				
	Trustees/sub committees of Trustees	CEO	LGB	Headteacher
	Review Ratify			
<i>Changing use of Assets</i>	Determine Deliver Ratify	Review Report	Review report	Consult Review
<i>Arranging insurance for the Trust</i>	Review Ratify	CFO	Report	Consult
<i>Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community</i>	Review Ratify	Determine Report Ratify	Deliver Report	Deliver
<i>Academy Prospectus</i>	Ratify	Review	Determine Review Report	Review Determine Report
<i>Trust website</i>	Ratify	Determine	Consult	Consult Review