



Scheme of Delegation (SoD)

2026-27

Approved by Trust Board on: 8th July 2026
Review cycle: Annual (or sooner following organisational change)

Purpose of the Scheme of Delegation:

This Scheme of Delegation sets out those matters which are reserved to the Members and the Trust Board, and those which are delegated to Board Committees, the Chief Executive Officer, Local Governance Committees and Academy Headteachers. The Scheme of Delegation ensures decisions are delegated clearly, proportionately and as close as possible to the point of impact, in line with subsidiarity.

All authority exercised by Board Committees, the Executive, Local Governance Committees and Academy Headteachers is delegated by the Trust Board and may be restricted, varied or withdrawn at any time.

Delegations may vary where:

- A school is in intervention or rapid improvement.
- A compliance failure has occurred.
- A change of leadership or risk profile requires adjusted oversight.

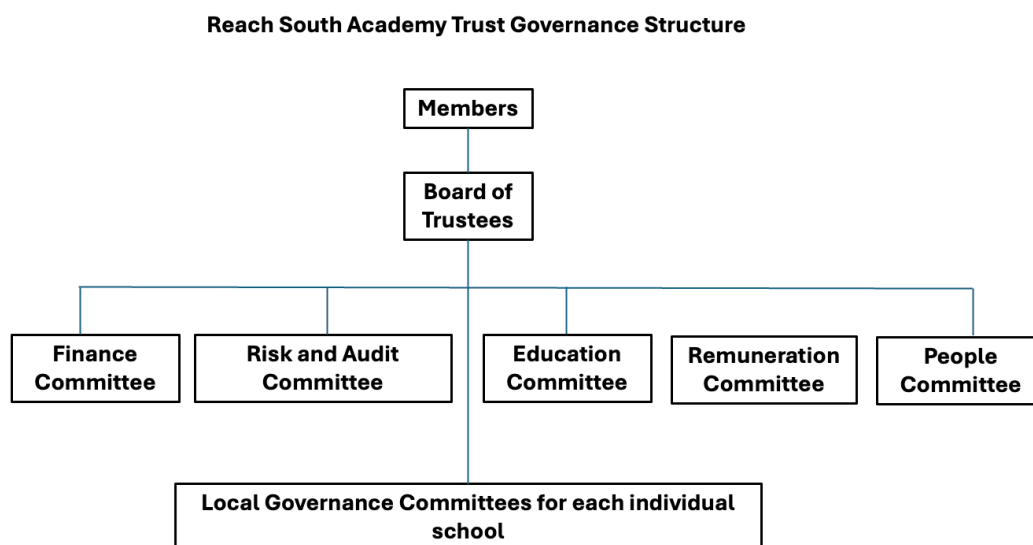
Any variation will be documented and communicated in writing.

No individual or body may act outside the authority granted by this Scheme of Delegation, the Trust's Articles of Association, the Funding Agreement, the Academy Trust Handbook or statutory guidance.

Principles of Delegation:

- Trustees remain accountable even when delegating
- There are no automatic Chair's actions: the Chair may only act where expressly delegated and where delay would be seriously detrimental
- Delegations may be removed or varied by the Board at any time

Our Governance Structure:



Role summaries:

Members

Members' role is to safeguard the Trust's governance framework, appoint and remove Trustees where necessary, approve changes to the Articles of Association, and receive assurance that the Trust Board is effectively discharging its duties.

Trust Board

The Trust Board is responsible for setting the overall strategic direction of the trust. It approves budgets, holds the Chief Executive Officer to account for the trust's performance, ensures that the trust complies with legal and regulatory requirements, and provides oversight of risk management.

In addition, the Trust Board maintains a high-level overview of the trust's educational performance, financial health, safeguarding arrangements, management of estates, and engagement with stakeholders.

The Trust Board *may* appoint link trustees to support assurance in specific areas such as Safeguarding, SEND, Health and Safety; however, such roles are not mandatory and do not diminish the Board's collective responsibility.

Trust Board Committees

The Trust Board has the following sub-committees:

- Finance
- Audit and Risk
- Education
- People
- Remuneration
- Nominations

CEO / Executive Team

The Chief Executive Officer (CEO) and Executive Team are responsible for leading the operational delivery of the trust's strategy. The CEO acts as the Accounting Officer and is accountable for the use of public funds and the overall performance of the trust.

The CEO / Executive Team develop the trust's budget and ensure the delivery of high educational standards. The executive team manages staff, oversees the trust's estates, and ensures effective arrangements are in place for safeguarding, finance, and day-to-day operations.

Local Governance Committees (LGCs)

Local Governance Committees (LGCs) provide insight and assurance to the Trust Board and the CEO helping them understand the local context and the impact of trust-wide strategies at individual school level. Through local scrutiny and community insight, LGCs strengthen trust-wide accountability without duplicating leadership or decision-making responsibilities.

LGCs form part of the Trust's overall accountability framework and operate under delegated authority from the Trust Board. They do not hold sole accountability for individual schools and do not operate independently of the Trust Board.

Decision-Making Key

Accountable and Delivers	Holds ultimate accountability for outcomes and is responsible for ensuring an area of work is delivered in practice, including compliance, impact and reporting assurance.
Accountable and Maintains	Holds accountability for ensuring an activity, system or framework is in place, kept up to date and operating effectively, and for reporting assurance.
Accountable and Supports	Holds accountability for effectiveness and compliance while providing leadership, direction and resources to those delivering operationally; accountability for outcomes remains with this role.
Advises	Provides expert or professional input before a decision is taken.
Appoints	Assigns or confirms a role, position or responsibility.
Approves	Makes the final decision and formally signs off.
Complies	Acts in accordance with approved policies, procedures, statutory requirements and delegated authority.
Contributes	Participates in discussion or activity by providing information, views or expertise, without owning decisions or outcomes.
Delivers	Has responsibility for achieving agreed outcomes and ensuring actions are carried out effectively.
Implements	Puts agreed policies, plans or decisions into practice within defined frameworks and direction set by others.
<i>Use of the terms “delivers” and “implements” reflects the level of responsibility for outcomes, not the seniority or position of the role.</i>	
Informed / Receives and Notes	Formally receives information for awareness and record, without further action or decision.
Leads	Directs and coordinates activity, ensuring plans are in place and actions are driven forward.
Manages	Oversees day-to-day delivery and implementation, ensuring compliance with policies and statutory requirements.
Monitors	Regularly checks performance, compliance and risk against agreed expectations, using reports and data, to gain assurance that delegated responsibilities are being carried out effectively and to identify issues requiring attention.
Scrutinises	Undertakes focused, in-depth challenge of performance, compliance or risk, testing evidence and leaders' assumptions to gain assurance and drive improvement.
Oversees	Provides high-level supervision and challenge without direct involvement in operational delivery.
Receives Assurance	Receives confirmation that responsibilities have been discharged appropriately and that controls and expectations are being met, without undertaking detailed monitoring.
Reports	Provides timely, accurate information on actions, performance, risks or outcomes to enable assurance and decision-making.
Sets	Establishes strategy, policy, framework or direction.

Where the phrase “accountable and ...” is used, the role retains responsibility for outcomes and assurance, regardless of whether operational activity is carried out directly or through others.

Where a role is described as “delivering”, that role is accountable for the effectiveness of the activity, even where practical elements are implemented by others.

The terms in this key are used consistently throughout the Scheme of Delegation to distinguish clearly between strategic governance, executive leadership, operational management and assurance. No single term in this key should be read in isolation; meaning is derived from the combination of the term used and the governance layer to which it is applied.

Reach South Academy Trust Scheme of Delegation 2026

Activity	Members	Board of Trustees	Trust Board Committees (Finance, Audit and Risk, Education, People, Remuneration, Nominations)	Executive (CEO, Executive Team, including Regional Directors and Continuous School Improvement - CSI)	Local Governance	Headteachers
A. Vision, Ethos and Strategic Direction						
Trust-wide vision, values, ethos and strategic priorities		Sets		Delivers	Is Informed	Is Informed
Academy-level vision, ethos and strategic direction within the Trust framework		Sets Trust framework			Sets	Delivers
Setting of Academy / school strategic and improvement plans				Contributes	Approves	Delivers
Delivering of academy / school strategy and improvement plans			Monitors Trust-Wide	Leads	Scrutinises for own academy	Delivers for own academy
Monitoring and scrutiny of progress against Trust and academy strategic priorities		Monitors Trust-Wide	Scrutinises Trust-Wide	Reports (to Board)	Scrutinises for own academy	Reports (to Executive)
B. Educational Performance, Curriculum and Outcomes						
Trust-wide approach to curriculum and assessment (including statutory requirements)		Sets	Advises	Delivers Trust-Wide	Is Informed	Delivers for own academy
Delivery of curriculum (including EYFS) in line with statutory requirements		Monitors	Scrutinises Trust-Wide	Contributes	Scrutinises for own academy	Delivers
Monitoring and scrutiny of educational performance and pupil outcomes		Monitors	Scrutinises	Reports (to Board)	Scrutinises for own academy	Accountable and Reports (to Executive)
Production, analysis and review of performance data (Trust and individual academy level)		Monitors	Scrutinises	Leads	Scrutinises for own academy	Prepares for own academy
Suspensions, exclusions and off-site direction in line with statutory DfE guidance			Scrutinises Trust-Wide	Contributes	Scrutinises for own academy	Delivers for own academy
Statutory careers education and guidance		Sets framework	Scrutinises Trust-Wide	Contributes	Scrutinises for own academy	Delivers for own academy
C. Equality, Inclusion, SEND and Vulnerable Pupils						
Compliance with equality legislation, SEND Code of Practice and inclusive practice			Scrutinises	Contributes Trust-Wide	Scrutinises for own academy	Delivers for own academy
Fostering equality, diversity and inclusion across governance and schools		Sets expectations		Leads	Scrutinises for own academy	Delivers for own academy
Delivery and monitoring of SEND provision at academy level			Monitors Trust-Wide	Contributes Trust-Wide	Scrutinises for own academy	Delivers for own academy
Delivery and monitoring of support for looked-after and previously looked-after children (LAC / PLAC)			Monitors Trust-Wide	Contributes Trust-Wide	Scrutinises for own academy	Delivers for own academy

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D. Safeguarding and Child Protection									
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Safeguarding policy, expectations and governance oversight		Sets / Approves	Advises	Delivers	Is Informed	Delivers
Delivery of safeguarding practice in line with statutory guidance		Monitors	Scrutinises	Leads	Complies	Delivers for own academy
Monitoring and scrutiny of safeguarding practice and compliance		Monitors	Scrutinises	Reports (to Board)	Scrutinises for own academy	Reports (to Executive and LGC)
Single Central Record (SCR) compliance		Monitors		Contributes	Scrutinises for own academy	Delivers for own academy

E. Governance Structure, Culture and Conduct

Trust and local governance structures, constitutions and terms of reference		Sets	Advises	Delivers	Is Informed	Is Informed
Appointment of Chairs, Vice Chairs and governance role holders		Appoints Board Chair / Vice Chair		Contributes	Appoints LGC Chair / Vice Chair	Is Informed
Appointment and removal of Trustees and Local Governors	Appoint and Remove Trustees	Appoint and Remove Local Governors		Contributes	Is Informed for Local Governors	Is Informed for Local Governors
Appointment of link governors for agreed priority areas				Contributes	Appoints	Is Informed
Trustee and Governor Code of Conduct		Sets and complies		Delivers	Is Informed and complies	Is Informed
Evaluation of governance effectiveness including undertaking skills audits	Receives assurance	Leads	Advises	Delivers	Contributes for own academy	Contributes for own academy

F. Policies and Regulatory Compliance

Trust-level policies (statutory and non-statutory)		Approves	Approves	Delivers	Is Informed	Implements
Trust policy frameworks and policy templates requiring school input		Approves	Approves	Delivers	Is Informed	Implements
Approval of school-level policies where delegated		Sets parameters			Approves	Delivers
Compliance with company, charity and education regulations	Receives assurance	Monitors Trust-Wide	Scrutinises Trust-Wide	Delivers Trust-Wide	Scrutinises for own academy	Delivers for own academy
Transparency and accuracy of published information	Receives assurance	Monitors Trust-Wide	Scrutinises Trust-Wide	Delivers Trust-Wide	Scrutinises for own academy	Delivers for own academy

G. Risk Management and Business Continuity									
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Trust-level risk management framework and risk register		Monitors	Scrutinises	Accountable and maintains	Is Informed	Contributes for own school
Academy level risk registers		Monitors	Scrutinises	Contributes	Scrutinises for own academy	Accountable and maintains for own academy
Business Continuity Plans		Sets framework Trust-Wide	Scrutinises Trust-Wide	Accountable and delivers	Scrutinises for own academy	Delivers for own academy
Monitoring and scrutiny of risk and business continuity arrangements		Monitors Trust-Wide	Scrutinises Trust-Wide	Reports (to Board)	Scrutinises for own academy	Reports (to Executive and LGC)
H. Estates, Health & Safety and Asset Management						
Setting of Trust estates strategy and asset management plan		Approves	Advises	Accountable and delivers	Is Informed for own academy	Implements for own academy
Delivery of the Trust estates strategy and asset management arrangements		Monitors Trust-Wide	Scrutinises Trust-Wide	Leads	Scrutinises for own academy	Delivers for own academy
Statutory compliance for estates and health & safety		Monitors Trust-Wide	Scrutinises Trust-Wide	Accountable and supports	Scrutinises for own academy	Delivers for own academy
Monitoring and scrutiny of premises condition, suitability and compliance		Monitors Trust-Wide	Scrutinises Trust-Wide	Delivers Trust-Wide	Scrutinises for own academy	Delivers for own academy
I. Admissions and Pupil Administration						
Setting of admissions arrangements in line with statutory codes		Approves	Scrutinises	Delivers	Implements for own academy	Implements for own academy
Delivery of admissions processes at academy level		Is Informed			Implements for own academy	Delivers for own academy
Admissions, attendance and statutory registers		Monitors Trust-Wide		Contributes	Scrutinises for own academy	Delivers for own academy
J. Inspection, Accountability and Stakeholder Engagement						
Preparation for and engagement with Ofsted and external inspection		Monitors		Leads	Contributes for own academy	Delivers for own academy
Responding to inspection outcomes and monitoring required actions		Monitors Trust-Wide	Scrutinises Trust-Wide	Leads	Scrutinises for own academy	Delivers for own academy

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Engagement with parents, communities and other stakeholders		Sets expectations	Advises	Contributes Trust-Wide	Scrutinises for own academy	Delivers for own academy
K. People, Workforce and Performance Management						
Appointment and performance management of the CEO as Accounting Officer	Appoints	Approves / performance manages	Advises			
Appointment and performance management of senior executive leaders		Approves	Advises	Leads		
Appointment and management of school-level staff in line with statutory requirements		Sets framework	Advises	Contributes		Delivers for own academy
Setting and implementation of HR policies (pay, appraisal, discipline, wellbeing, CPD)		Approves	Approves	Delivers	Is Informed	Implements for own academy
Monitoring of staff wellbeing, workload and working conditions		Monitors	Scrutinises Trust-Wide	Reports (to Board)	Scrutinises	Reports (to Executive and LGC)
Setting pay levels, including executive pay		Approves	Recommends	Implements	Is Informed	Is Informed
L. Finance and Resources						
Accounting Officer Responsibility: The Chief Executive Officer is the Trust's Accounting Officer and is personally responsible for ensuring regularity, propriety and value for money, and for compliance with the Funding Agreement and the Academy Trust Handbook.						
All financial, risk and compliance activities delegated to the Executive are exercised under this personal responsibility, with the Trust Board retaining strategic oversight and assurance.						
Compliance with DfE and Academy Trust Handbook requirements	Receives assurance	Monitors	Scrutinises	Accountable and delivers		Complies
Setting financial controls, delegation limits and internal audit arrangements		Approves	Oversees	Accountable and delivers	Is Informed for own academy	Implements for own academy
Annual budget and multi-year financial forecasts		Approves	Recommends	Prepares	Is Informed for own academy	Contributes for own academy
Monthly management accounts and cash flow		Monitors	Scrutinises	Reports (to Board)		Is Informed for own academy

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Monitoring use of pupil premium and other ring-fenced funding		Monitors Trust-Wide	Scrutinises trust-Wide	Reports (to Board)	Scrutinises for own academy	Delivers for own academy
Appointment of auditors and approval of annual report and accounts	Receives and Notes	Approves	Recommends	Prepares		
Conflicts of interest and related-party transactions	Receives assurance	Approves where required	Scrutinises	Accountable and manages		Complies for own academy
Ensuring appropriate insurance cover is in place		Approves	Scrutinises	Accountable and delivers		Complies for own academy