Empowering children and young people to live their best lives.

FORWARD EDUCATION TRUST

Scheme of Delegation
September 2026

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 Committee Terms of Reference.
- may only be altered or revoked by the Trustees.

At all levels of delegation, the trustees retain the right to withdraw delegation of certain responsibilities or functions if performance in the delegated area is a cause for concern. For example, if a school's leadership and management is judged to be inadequate, the trustees may wish to take responsibility for governance at a local level to ensure the correct support and scrutiny is in place.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under the Academy Trust Handbook, is set out at the end of this document. The Scheme is divided into four sections as follows:

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

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 final page of this Scheme.

Working together with purpose Nurturing potential Inspiring success

STRATEGY AND LEADERSHIP						
	Members	**Trustee Board** (may delegate to a committee in accordance with terms of reference)	**CEO** (may delegate to a member of the Executive Team)	**Academy Community Council (ACC)**	**Executive Headteacher/ Headteacher**	**Notes**
1.i Set strategic objectives of the Trust	Informed	**Accountable**	Responsible	Informed	Consulted	
1.ii Set strategic objective of the Academies	Informed	Informed	**Accountable**	Informed	Responsible	Academy specific, co-created in partnership, aligned to the strategic objectives of the Trust
2.i Develop the character, mission & ethos of Trust	Informed	**Accountable**	Responsible	Informed	Consulted	Co-created in partnership
2.ii Develop the character, mission & ethos of Academies	Informed	Informed	**Accountable**	Informed	Responsible	Academy specific, co-created in partnership, aligned to those of the Trust
3.i Deliver strategic objectives of the Trust	Informed	**Accountable**	Responsible	Informed	Consulted	
3.ii Deliver strategic goals and milestones of the Academies	Informed	Informed	**Accountable**	Informed	Responsible	Academy specific, aligned to those of the Trust
4.i Scrutiny: Performance – review & challenge progress of the Trust against its strategic objectives and KPIs	**Accountable**	Responsible	Consulted	Informed	Informed	
4.ii Scrutiny: Performance – review & challenge progress of the Academies against their strategic objectives and KPIs	Informed	**Accountable**	Responsible	Informed	Consulted	Academy specific

5.i Scrutiny: Ethos – operation of the Trust against the agreed character, mission & ethos	**Accountable**	Responsible	Consulted	Informed	Informed	

STRATEGY AND LEADERSHIP						
	Members	**Trustee Board** (may delegate to a committee in accordance with terms of reference)	**CEO** (may delegate to a member of the Executive Team)	**Academy Community Council (ACC)**	**Executive Headteacher/ Headteacher**	**Notes**
5.ii Scrutiny: Ethos – operation of the Academies against the agreed character, mission & ethos	Informed	**Accountable**	Responsible	Informed	Consulted	Academy specific
6. Compliance: Funding Agreement – comply with all obligations including the Academies Handbook	Informed	**Accountable**	Responsible	Informed	Consulted	
7. Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety	Informed	**Accountable**	Responsible	Informed	Informed	At a Trust level, the CEO will report to the Trustee Board. At an Academy level, the Headteacher will report to CEO and DOE
8. 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	Informed	**Accountable**	Responsible	Informed	Informed	

9. Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Comply	**Accountable**	Responsible	Comply	Comply	

STRATEGY AND LEADERSHIP						
	Members	**Trustees** (may delegate to a committee in accordance with terms of reference)	**CEO** (may delegate to a member of the Executive Team)	**Academy Community Council (ACC)**	**Executive Headteacher/ Headteacher**	**Notes**
10.i Statutory Documents - Trust Risk Register	Informed	**Accountable**	Responsible	Informed	Consulted	The CEO must manage the strategic risk register for review by the Trustee Board. Headteachers must report to the CEO on risks at Academy level
10.ii Statutory Documents – Articles of Association	Informed	**Accountable**	Responsible	Informed	Informed	
10.iii Statutory Documents – Scheme of Delegation	Informed	**Accountable**	Responsible	Informed	Informed	
11.i Appointment/removal of Members – ensuring that Members have the skills to fulfil their statutory duties	**Accountable and Responsible**	Informed	Informed	Informed	Informed	
11.ii Appointment or removal of Trustees – ensuring that the Trustees have the skills to run the Trust	**Accountable**	Responsible	Consulted	Informed	Informed	Trustees have the power to co-opt Trustees in accordance with the Articles of association
11.iii Trust Appointment of ACC members – ensuring that they have the skills to run the Academies	Informed	**Accountable**	Responsible	Consulted	Responsible	

11.iv ACC Appointment of parent representatives	Informed	Informed	Consulted	**Accountable**	Responsible	Parent representatives appointed by election.
12.i Appointment/removal of Trust Board Committee Chairs	Informed	**Accountable and Responsible**	Consulted	Informed	Informed	

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12.ii Election of ACC Chairs	Informed	Informed	Informed	**Accountable and Responsible**	Consulted	
12.iii Removal of ACC Chairs	Informed	**Accountable and Responsible**	Responsible	Consulted	Consulted	
12.iv Appointment of Safeguarding Trustee	Informed	**Accountable and Responsible**	Consulted	Informed	Informed	
13.i Appointment of Governance Professional to the Trust Board	Informed	**Accountable**	Responsible	Informed	Informed	
14.i Policies – review and approval of Trust Wide Policies	Informed	**Accountable**	Responsible	Consulted	Consulted	Delegated to Committees or the Executive Leadership as per Policy Review schedule

14.ii Policies – review and approval of Academy specific policies	Informed	Informed	Responsible	Informed	**Accountable and Responsible**	Delegated to Executive Leadership or Headteachers as per policy review schedule.
15. Prepare terms of reference for ACCs and Committees	Informed	**Accountable**	Responsible	Consulted	Consulted	
16.i Training programme for the Trustees	Informed	**Accountable**	Responsible	Informed	Informed	
16.ii Training programme for ACC members	Informed	**Accountable**	Consulted	Responsible	Consulted	
17.i Completing a skills audit annually and recruiting to fill gaps(Board)	Informed	**Accountable**	Responsible	Consulted	Informed	

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18. Completing annual self-evaluation at Board level and ACC level		**Accountable and Responsible**	Responsible	Responsible	Consulted	
19.i Managing Succession on the Trustee Board, monitoring performance and contribution	**Accountable**	Responsible	Consulted	Informed	Informed	
19.ii Managing Succession on the ACC boards, monitoring performance and contribution		**Accountable**	Responsible	Responsible	Responsible	
20.i Developing an annual schedule of governance business (Board & Committees)	Informed	**Accountable**	Responsible	Informed	Informed	

20.ii Developing an annual schedule of governance business (ACCs)		**Accountable**	Responsible	Consulted	Consulted	
21. Publishing governance arrangements on Trust and academies websites	Informed	**Accountable**	Responsible	Informed	Informed	
22. Submitting to Members and publishing an annual report on the performance of the Trust	Informed	**Accountable**	Responsible	Consulted	Consulted	

EDUCATION AND CURRICULUM						
	Members	**Trustees** (may delegate to a committee in accordance with terms of reference)	**CEO** (may delegate to a member of the Executive Team)	**Academy Community Council (ACC)**	**Executive Headteacher/ Headteacher**	**Notes**
1. Academy Development Plan for each academy in line with the strategic aims of the Trust	Informed	Informed	**Accountable**	Consulted	Responsible	The Headteacher will work with the CEO and DOE to develop, produce and review the plan for each academy
2.i KPIs for the Trust	Informed	**Accountable**	Responsible	Informed	Consulted	
2.ii KPIs for each academy	Informed	Informed	**Accountable**	Informed	Responsible	The Headteacher is responsible for delivering academy performance against the KPIs for scrutiny by the CEO and DOE
3. Quality of Teaching ensuring appropriate levels of support, challenge and intervention to support delivery of outcomes	Informed	Informed	**Accountable**	Informed	Responsible	The headteacher should report concerns about the quality of teaching to the DOE and CEO
4. Setting the curriculum for the Academies and reviewing its effectiveness	Informed	Informed	**Accountable**	Informed	Responsible	Trustees will review effectiveness of the curriculum across the Trust

5. Curriculum - ensuring that legal requirements specified in EHCPs are met and that pupils are given support for learning.	Informed	Informed	**Accountable**	Informed	Responsible	CEO will report to Trustees on the effectiveness of this across the Trust.
6. Curriculum - ensuring Parental satisfaction with EHCPs, personalising the curriculum to reflect a pupil's aspiration as expressed in their EHCP.	Informed	Informed	**Accountable**	Informed	Responsible	CEO will report to Trustees on the effectiveness of this across the Trust. HTs report to their ACC on the parental engagement in their school.

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6. Pupil Premium – reviewing and challenging value for money of Pupil Premium spend in terms of educational outcomes and narrowing the achievement gap, plus Primary Sports Grant, Year 7 Literacy & Numeracy Catch-up, 16-19 student bursary)		Informed	**Accountable**	Informed	Responsible	CEO will report to Trustees on the effectiveness of the use of Pupil Premium and other grants across the Trust.
7. Collective worship arrangements for school without religious character	Informed	Informed	**Accountable**	Informed	Responsible	
8. Approve Admissions Policy (Trust is admissions authority)	Informed	**Accountable**	Responsible	Informed	Consulted	
9. Admissions decisions	Informed	**Accountable**	Consulted	Informed	Responsible	Unless otherwise directed by Tribunal decision
10.i Reviewing and evaluating performance of the Trust	Informed	**Accountable**	Responsible	Informed	Consulted	

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	Members	**Trustees** (may delegate to a committee in accordance with terms of reference)	**CEO** (may delegate to a member of the Executive Team)	**Academy Community Council (ACC)**	**Executive Headteacher/ Headteacher**	**Notes**
10.ii Reviewing and evaluating performance of each academy in terms of • progress against KPIs • academic performance, quality of care and quality of provision • overall effectiveness and efficiency of leadership and management • quality of teaching and learning		Informed	**Accountable**	Informed	Responsible	CEO will report to Trustees on performance in each school and across the Trust.
11. Self-evaluation at academy level		Informed	**Accountable**	Informed	Responsible	
12. Reviewing priorities for raising standards of achievement	Informed	**Accountable**	Responsible	Informed	Consulted	
13. Termly reporting	Informed	**Accountable**	Responsible	Informed	Consulted	Through Education Committee of all matters required, driven by the School Improvement Strategy and School Improvement Plans
14. Student issues		Informed	Informed	Informed	**Accountable and Responsible**	
15. Student emotional health and wellbeing		Informed	Informed	Informed	**Accountable and Responsible**	

EDUCATION AND CURRICULUM						
	Members	**Trustees** (may delegate to a committee in accordance with terms of reference)	**CEO** (may delegate to a member of the Executive Team)	**Academy Community Council (ACC)**	**Executive Headteacher/ Headteacher**	**Notes**
16. Academy hours, term dates and length of school day	Informed	**Accountable**	Consulted	Informed	Responsible	
17. School lunch provided to appropriate nutritional standards		**Accountable**	**Accountable**	Informed	Responsible	HT will seek assurance on this from school lunch provider
18. Provision of free school meals to those meeting criteria		Informed	**Accountable**	Informed	Responsible	
19. Safeguarding in each academy ie appointment of Designated Safeguarding Lead, compliance with statutory guidance and maintenance of Single Central Record		Informed	**Accountable**	Informed	Responsible	
20. Stakeholder engagement – partnerships, consultations and use of feedback to develop best practice and promote the quality of learners' experiences		**Accountable**	Informed	Responsible	Responsible	
20.i Ofsted Inspections – Trust inspection or Trust support for academy inspections	Informed	**Accountable**	Responsible	Informed	Consulted	
20.ii Ofsted inspections – individual academies	Informed	**Accountable**	Consulted	Informed	Responsible	

HR AND OPERATIONS						
	Members	**Trustees** (may delegate to a committee in accordance with terms of reference)	**CEO** (may delegate to a member of the Executive Team)	**Academy Community Council (ACC)**	**Executive Headteacher/ Headteacher**	**Notes**
1. Appointing CEO	Informed	**Accountable and Responsible**		Informed	Consulted	
2. Appointing Trust Executive Team eg DFO, DOE	Informed	**Accountable**	Responsible	Informed	Consulted	
3. Appointing of cross-Trust staff		**Accountable**	Responsible	Informed	Consulted	
4. Appointing the Headteacher at each academy	Informed	**Accountable**	Responsible	Informed		
5. Appointing Deputy Head at each academy	Informed	Informed	**Accountable**	Informed	Responsible	
6. Appointing SLT (other than HT and DHT) at each academy		Informed	Consulted	Informed	**Accountable and Responsible**	
7. Establishing Trust-wide HR policies	Informed	**Accountable**	Responsible	Informed	Consulted	
8. Ensuring emotional health and wellbeing of staff is promoted	Informed	**Accountable**	Responsible	Consulted	Consulted	
9. Establishing staff performance management/appraisal policy and pay reviews	Informed	**Accountable**	Responsible	Informed	Responsible	Included in performance management policy.
10. Establishing and periodically reviewing the terms and conditions of employment and the staff handbook	Informed	**Accountable**	Responsible	Informed	Consulted	
11.i Dismissing the CEO (in accordance with appropriate HR policies)	Informed	**Accountable and Responsible**		Informed	Informed	

HR AND OPERATIONS						
	Members	**Trustees** (may delegate to a committee in accordance with terms of reference)	**CEO** (may delegate to a member of the Executive Team)	**Academy Community Council (ACC)**	**Executive Headteacher/ Headteacher**	**Notes**
11.ii Dismissing senior staff (other than the CEO) in the central Trust team and the academies (in accordance with appropriate HR policies)	Informed	**Accountable**	Responsible	Informed	Informed	
11.iii Dismissing any other staff (in accordance with appropriate HR policies)		**Accountable**	Responsible	Informed	Informed	
12. Reviewing Disciplinary and Grievance policy		**Accountable**	Responsible	Informed	Informed	
13.i Setting Trust-wide procurement policies		**Accountable**	Responsible	Informed	Informed	
13.ii Setting academy specific procurement policies		**Accountable**	Responsible	Informed	Consulted	
14. Entering into contracts up to the limit of delegation set out in the Scheme of Financial Delegation		**Accountable**	Responsible	Informed	Responsible	
15. Determining and allocation of central services provided to the academies by the Trust		**Accountable**	Responsible	Informed	Consulted	
16. Overseeing the effectiveness of services provided centrally by the Trust		**Accountable**	Responsible	Informed	Consulted	

HR AND OPERATIONS						
	Members	**Trustees** (may delegate to a committee in accordance with terms of reference)	**CEO** (may delegate to a member of the Executive Team)	**Academy Community Council (ACC)**	**Executive Headteacher/ Headteacher**	**Notes**
17. Asset and premises maintenance strategy – determining use of premises and ensuring they are adequately maintained		**Accountable**	Responsible	Informed	Consulted	
18. Acquiring and disposing of Trust land and buildings	**Accountable**	Responsible	Consulted	Informed	Consulted	
19. Changing use of assets	Informed	**Accountable**	Responsible	Informed	Consulted	
20. Arranging insurance for the trust		**Accountable**	Responsible	Informed	Consulted	
21. Media and PR – overseeing public relations activities of the academies		Informed	**Accountable**	Consulted	Responsible	
22. Information management including policies, compliance, GDPR, FOI, staff and student records		**Accountable**	Responsible	Informed	Consulted	Policies may be delegated to Board Committees, as per the Policy review schedule. Generally policies relating to HR will involve consultation with JCNC as part of the process
23.i Trust prospectus and website		**Accountable**	Responsible	Informed	Consulted	
23.ii Academy prospectus and website		Consulted	Consulted	Informed	Responsible	
24. i Media and PR relating to the Trust's activities and reputation	Informed	Consulted	**Accountable and Responsible**	Informed	Consulted	
24. ii Media and PR relating to a school's activities and reputation	Informed	Informed	**Accountable**	Informed	Responsible	

FINANCIAL						
	Members	**Trustees** (may delegate to a committee in accordance with terms of reference)	**CEO** (may delegate to a member of the Executive Team)	**Academy Community Council (ACC)**	**Executive Headteacher/ Headteacher**	**Notes**
1. Appointment of the Audit & Risk Committee	Informed	**Accountable and Responsible**	Informed	Informed	Informed	
2. Appointment of the Accounting Officer & Chief Financial Officer	Informed	**Accountable and Responsible**	Informed	Informed	Informed	
3. Recommend appointment of External Auditors to the Members	Informed	**Accountable**	Responsible	Informed	Informed	
4. Appointment of the Internal Auditors	Informed	**Accountable**	Responsible	Informed	Informed	
5. Approve Annual Accounts	Informed	**Accountable**	Responsible	Informed	Informed	CEO and DFO must arrange for auditing and filing of annual report and accounts
6. Establishing policies and procedure to ensure compliance with the Trust's financial and reporting requirements, including the Scheme of Financial Delegation	Informed	**Accountable**	Responsible	Consulted	Consulted	
7. Setting up bank accounts and approving bank mandates in the name of the Trust	Informed	**Accountable**	Responsible	Informed	Informed	
8. Agreeing a funding model across the Trust and developing an individual funding model for the academies to secure the Trust's financial health in the short, medium and long term	Informed	**Accountable**	Responsible	Informed	Informed	The CEO to recommend a funding model to the Trustee Board for approval.

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9. Formulating and setting the Trust wide budget and the proportion delegated to each academy	Informed	**Accountable**	Responsible	Informed	Consulted	
10. Expenditure and ensuring delivery of annual budgets	Informed	Informed	**Accountable**	Informed	Responsible	CEO is accountable for delivery against annual budget for Central services. CEO to report to Trustees any material issues with delivery against the annual budget by academies. Headteacher to report to the CEO any matters of concern in relation to the academy's annual budget. Changes to individual pay scales for roles must follow the approved evaluation process and be agreed with the CEO
11. Reporting on financial KPIs	Informed	**Accountable**	Responsible	Informed	Consulted	
12. Agreeing the investment policy in line with the Academies Handbook and the Scheme of Financial Delegation	Informed	**Accountable**	Responsible	Informed	Informed	
13. Severance payments in accordance with DfE guidance	Informed	**Accountable**	Responsible	Informed	Informed	
14. Annual pay awards (cost-of-living) – the Trust follows STPCD and is guided by NJC settlement		**Accountable**	Responsible	Informed	Informed	Abides by STPCD for teachers. The Trust has its own support staff pay scales, but is guided by the national NJC settlement

FINANCIAL						
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15. Procurement and ordering goods and services. Approval of contracts up to one year (subject to values quoted) can be made by Academy Headteachers. All contracts over one year are approved by the CEO, subject to approval on the financial authorisation limits detailed here and in the Finance Policy at 4.2 with the appropriate body. For details relating to requirements for written quotes and tendering, refer to the Finance Policy.		Board £100,001 and above ARF £50,001 to £100,000	DoE and DGaD Up to £2,500 DFO up to £10,000 CEO (£10,001 to £50,000)		Up to £2,500	Refer to the relevant section of the Finance Policy
16. Authorisation of BACS payments			**Accountable**			BACS and other payments are authorised under dual control by the CEO and DFO, up to a limit of £1.75m. If this limit is exceeded, it must be notified to ARF.
17. Operating leases, which are compliant with DFE requirements		Accountable over £75,000	Accountable up to £75,000			
18. Disposal of assets		Accountable over £5,000	Accountable up to £5,000			

In this Scheme, the phrases used above have the following meanings:

- **Accountable**: overall accountability and authority to approve (delegates work and is the last group or person to review the task or deliverable before it is deemed to be complete.

- **Responsible**: required to ensure effective execution – does the work to complete the task.

- **Consult**: provides input to the process based on how it will impact their work or where it is important to gather information based on their knowledge or expertise of the task or deliverable itself.

- **Inform**: kept in the loop on progress as likely to be impacted by the decision.

- **Comply**: follows agreed policies and procedure.

- **Deliver**: responsibility for undertaking the task delegated to them and reporting on its delivery at suitable intervals.

- **Recommend**: make recommendation as to how a particular task should be completed.

- **Report**: responsibility for reporting on the delivery of tasks.

- **Review**: responsibility for reviewing whether a task is being carried out satisfactorily and if not, determining what action is required.