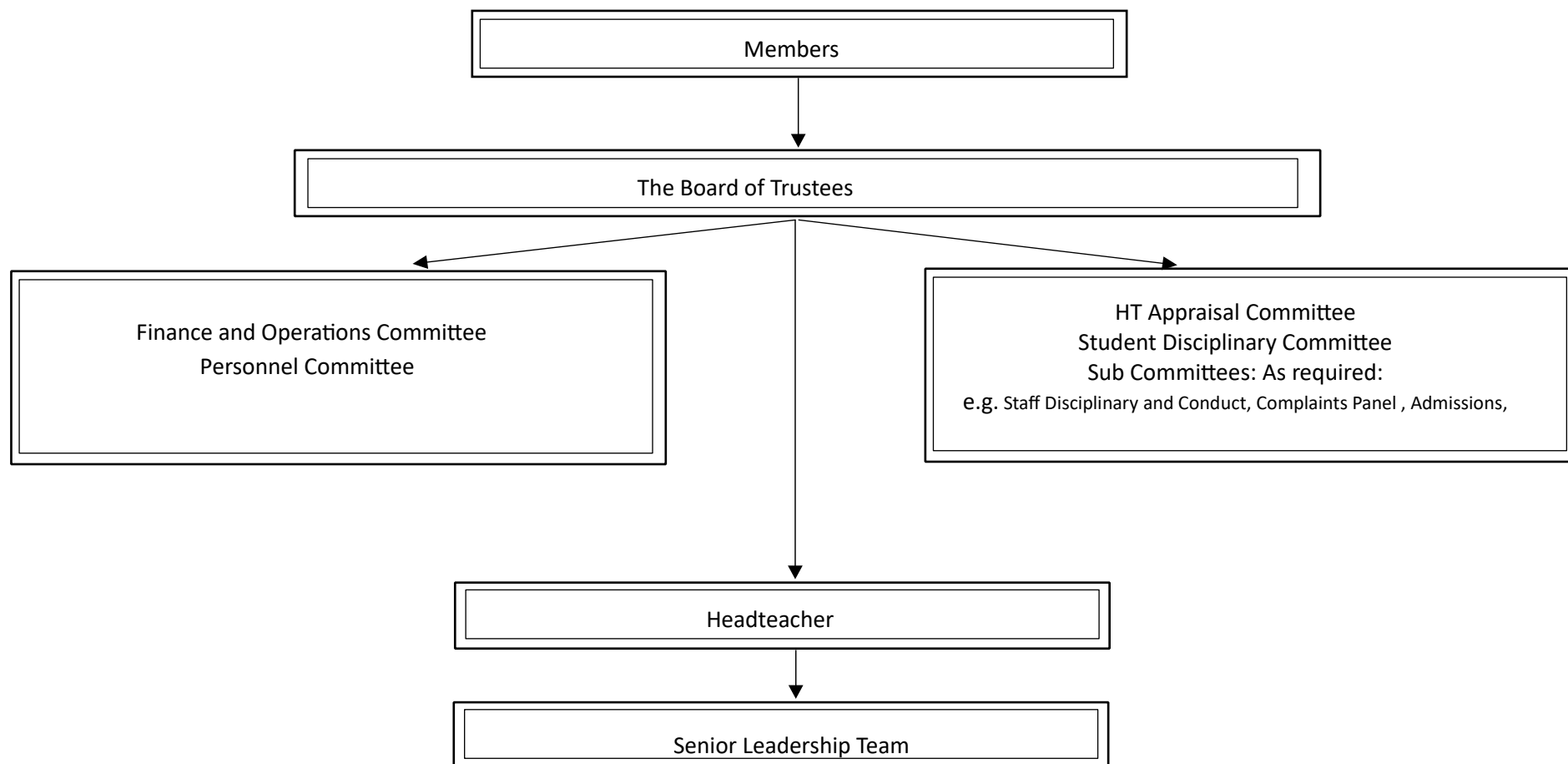


Hillcrest School and Sixth Form (Single Academy Trust) – Scheme of Delegation

Governance Structure and Lines of Responsibility



The Board of Trustees delegates responsibility for the day-to-day leadership and running of the Academy to the Headteacher. The Board of Trustees will hold the Headteacher to account for the performance of the Academy. The Headteacher in turn holds other members of the senior leadership team to account by line managing them. Whilst the Board of Trustees cannot ever delegate its accountability, it can delegate some of the detailed scrutiny, oversight, and decision-making to sub-committees of the Board of Trustees or to the Headteacher and Leadership Team.

The Headteacher will report to the Board of Trustees on the performance of the Academy, although this will be supplemented by the monitoring of committees and individual Trustees with any delegated responsibilities. The performance of the Headteacher is managed by the Board of Trustees.

Roles and Responsibilities

The Role of the Members

The members of the Academy have a different status to Trustees. The Members appoint Trustees to ensure that the Academy's charitable objects are carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Board of Trustees submits an annual report on the performance of the Academy to the Members. Members are also responsible for approving any amendments made to the Academy's Articles of Association (a document which outlines the governance structure and how the Academy will operate). The Articles of Association also describe how Members are recruited and replaced, how many of the Trustees the Members can appoint to the Board of Trustees and the numbers and categories of other types of Trustee.

Membership and Composition of the Trust

The membership and constitution of the Trust and its Board of Trustees are governed by the Trust's Articles of Association, applicable legislation and the Academy Trust Handbook. The Trust recognises the importance of maintaining appropriate independence between Members and Trustees and ensuring that the Board collectively possesses the skills, knowledge and experience required for effective governance. The Trust will regularly review its governance arrangements, including parent representation, and continue to seek suitable appointments where vacancies arise, ensuring effective oversight, accountability and compliance with statutory requirements.

The Role of Trustees

The Academy is a charitable company and so Trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because Trustees are bound by both charity and company law, the terms 'trustees', 'directors' and 'Trustees' are often used interchangeably. The Board of Trustees (and the Trustees individually) are responsible for the general control and management of the administration of the Academy, and in accordance with the provisions set out in the Memorandum and Articles of Association and its Funding Agreement.

The Board of Trustees is legally responsible and accountable for all statutory functions, for the performance of the Academy, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements (the Financial Regulations Manual). In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction;
2. Hold the Headteacher and senior leadership team to account for the educational performance of the Academy and their pupils, and the performance management of staff;
3. Oversee the financial performance of the Academy and make sure its money is well spent.

The Board of Trustees has the right to review and adapt its governance structure at any time, subject to the Articles of Association and the Funding Agreement, which includes removing delegation.

The Role of Committees

The Trustees have established standing committees to support the Board in carrying out its governance functions. These include the Learning and Curriculum Committee, Personnel Committee and Finance and Operations Committee, with admissions matters considered through the Full Trust Board. The Finance and Operations Committee also carries out the Trust's audit and risk committee function, including oversight of risk management, internal control and internal scrutiny. When audit matters are considered, membership and participation must comply with the requirements of the Academy Trust Handbook and the committee's Terms of Reference. Committees may exercise decision-making powers only where these have been expressly delegated by the Board. They report decisions, assurance and recommendations to the Board through minutes and appropriate discussion at Board meetings. Committee membership and remit are set out in Terms of Reference approved by the Board of Trustees.

In addition, there are occasional committees established by the Board of Trustees which meet as and when needed. These include Student Disciplinary Committee, Staff Discipline and Conduct Committee, Staff Appeals Committee and Complaints Panel.

The Role of the Headteacher

The Headteacher has delegated responsibility for the day-to-day leadership and operation of the Academy. The Board of Trustees appoints, in writing, the Headteacher as the Trust's senior executive leader and Accounting Officer. The Accounting Officer is personally responsible to the Board for assuring regularity, propriety and value for money, and for ensuring the Trust is run with financial effectiveness and stability. The roles of Accounting Officer and Chief Finance Officer must not be held by the same individual.

The Headteacher leads the Senior Leadership Team (SLT) of the academy. The Headteacher will delegate management functions to the SLT and is accountable to the Board of Trustees for the performance of SLT.

Relationship between the Academy Trust Handbook 2026 and the Financial Regulations Manual

This Scheme of Delegation should be read alongside the Academy Trust Handbook 2026, the Trust's Articles of Association, Funding Agreement and Financial Regulations Manual. Where there is any inconsistency, the Trust must comply with its legal and regulatory obligations, including the Academy Trust Handbook and Funding Agreement.

Scheme of Delegation

Review cycle: Annual, and following relevant changes to Trust management or organisational structure. Current reference framework: Academy Trust Handbook 2026 (effective 1 October 2026).

Introduction

The Scheme of Delegation sets out the delegated powers between the different bodies involved in the governance and operation of the Single Academy Trust.

The bodies may include:

1. Members
2. Board of Trustees
3. Finance and Operations (including Audit and Risk) Committee
4. Personnel Committee
5. Headteacher
6. Senior Leadership Team

The delegated powers are broken down into different levels in line with the Trust's principles of governance, leadership and operation. The delegated autonomy of the Academy is aligned with the need for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education (DfE), the Charity Commission, HMRC and Companies House.

The table below summarises the Scheme of Delegation as approved by the Full Board of Trustees. It should be read using this key.

X	Action to be taken at this level
A	Provide advice and support to those accountable for decision making
< >	Direction of advice and support

The Scheme of Delegation should be read in conjunction with the Terms of Reference for the relevant body, the Articles of Association, the Funding Agreement, the Academy Trust Handbook 2026 and the Trust's Financial Regulations Manual. The Board will review this Scheme annually and at the next available Board meeting following any change in Trust management or organisational structure that could affect the effectiveness of the Scheme. While the Scheme is designed to be comprehensive, it will not cover every task.

Trust & Academy Policies

A key task for the Trust Board is to develop a policy matrix identifying the range of statutory, regulatory and necessary policies. The Scheme of Delegation will set out the responsibility for approval and monitoring of these policies.

	Task X = Action to be taken A = Advice and support to those accountable for decision making < > = Direction of advice and support	Members	Board	Finance & Operations Cttee	Personnel Cttee	Headteacher	SLT
1.	Governance						
1.1.	Approve Articles of Association	X	<A	<A	<A	<A	
1.2.	Change Trust Name	X					
1.3.	Approve Trust Board Terms of Reference		X	<A	<A	<A	
1.4.	Approve Trust Scheme of Delegation		X	<A	<A	<A	
1.5.	Approve changing a school to a MAT and any new schools/trusts joining thereafter	X	X			<A	
1.6.	Establish Trust Committees		X	<A	<A	<A	
1.7.	Approve Trust Committee Terms of Reference		X	<A	<A	<A	
1.8.	Appoint Chair of Trust Board		X				
1.9.	Appoint (and remove) Chair(s) of Trust Committees		X				
1.10.	Appoint (and remove) Trust Committee members		X				
1.11.	Appoint (and remove) Governance Professional to Trust Board		X				
1.12.	Appoint Accounting Officer		X				
1.13.	Appoint Chief Finance Officer		X				
1.14.	Annual Skills audit (governance 360 review) complete and recruit to fill gaps		X				
1.15.	Website compliance – statutory information is published					X	

	Task X = Action to be taken A = Advice and support to those accountable for decision making < > = Direction of advice and support	Members	Board	Finance & Operations Cttee	Personnel Cttee	Headteacher	SLT
1.16.	Management of risk: establish register, review and monitor		X	X		X	
1.17.	Management of Risk Policy		X	X		X	
1.18.	Emergency Plan/Business Continuity		X	X		X	X
1.19.	Ensure appropriate business insurance is in place		X	X		X	
2.	Academy Performance, Curriculum and Teaching						
2.1.	Strategic/Development Plan		X			X	X
2.2.	Academic Performance Targets		X			<A	
2.3.	Academy Performance Review <i>e.g. SEF</i>		X			X	X
2.4.	Child Protection and Safeguarding Policy		X			X	x
2.5.	Looked After Children Policy		X			X	X
2.6.	Remote Learning Policy		X			X	X
2.7.	External Examinations (GCSE,GCE) Access Arrangements		X			X	X
2.8.	External Visitors Policy		X			X	X
2.9.	Relationship and Sex Education policy		X			X	X
2.10.	Inclusion and SEND Policy		X			X	X
2.11.	SEND Accessibility Plan		X			X	X
2.12.	SEND Information Report		X			X	X
2.13.	Pupils with Additional Health Needs Attendance Policy		X			X	X
2.14.	Allergy Policy		X			X	X

	Task X = Action to be taken A = Advice and support to those accountable for decision making < > = Direction of advice and support	Members	Board	Finance & Operations Cttee	Personnel Cttee	Headteacher	SLT
2.15.	Asthma Policy		X			X	X
2.16.	Supporting Students with Medical Conditions Policy		X			X	X
2.17.	Administering Medicines Policy		X			X	X
2.18.	Equality and Diversity Policy		X			X	X
2.19.	Equality Information and Objectives Policy		X			X	X
2.20.	Provider Access Policy		X			X	X
2.21.	Careers and Information Advice and Guidance Policy		X			X	X
2.22.	Work Experience Policy		X			X	X
2.23.	Care and Control Policy		X			X	X
2.24.	Internet Use and Online Safety Policy		X			X	X
2.25.	Mobile Phone Policy		X			X	X
2.26.	Publication Scheme		X			X	X
2.27.	Inset Days		X			X	<A
3.	Staff Policies and Pay						
3.1.	Pay Policy		X		X	X	
3.2.	Executive Pay Policy		X		X		
3.3.	Staff code of Conduct		X		X	X	
3.4.	Teacher Appraisal Policy		X		X	X	
3.5.	Disciplinary Policy		X		X	X	X
3.6.	Grievance Policy		X		X	X	X

	Task X = Action to be taken A = Advice and support to those accountable for decision making < > = Direction of advice and support	Members	Board	Finance & Operations Cttee	Personnel Cttee	Headteacher	SLT
3.7.	Capability Policy		X		X	X	X
3.8.	Whistleblowing Policy		X	X		X	
3.9.	Re-structuring & Redundancy Policy		X		X	X	X
3.10.	Recruitment and Selection Policy and Procedure		X		X	X	X
3.11.	Health & Safety Policy		X	X		X	<A
3.12.	Fraud Policy		X	X		X	X
3.13.	Gift and Hospitality Policy and Register		X	X		X	X
3.14.	Data Protection Policy/ Privacy Notices		X	X		X	X
3.15.	Teachers Annual Pay Award		X		X	<A	
3.16.	Support Staff Annual Pay Award		X		X	<A	
3.17.	Headteacher Performance Review & Pay		X		X		
3.18.	Individual Performance Pay Awards		X		X	x	
4.	Staff Management						
4.1.	Headteacher/Accounting Officer Appointment		X				
4.2.	Chief Finance Officer Appointment		X		<A	<A	
4.3.	Academy Staff Structure		X		<A	<A	
4.4.	Deputy Headteacher Appointment		X		<A	<A	
4.5.	Teaching and Support Staff Appointments					X	
4.6.	Redundancy of Staff		X		<A	<A	
4.7.	Restructuring of Staff		X		<A	<A	

	Task X = Action to be taken A = Advice and support to those accountable for decision making < > = Direction of advice and support	Members	Board	Finance & Operations Cttee	Personnel Cttee	Headteacher	SLT
5.	Financial Governance and Management						
5.1.	Financial Regulations Manual and Scheme of Delegation (including financial authorization and purchasing thresholds, contract tendering, capital expenditure)		X	X		<A	<A
5.2.	Appoint Trust Auditors	X	X	<A			
5.3.	Approve and oversee the annual risk-based programme of internal scrutiny		X	X			
5.4.	Receive and review the annual summary report on internal scrutiny and report assurance to the Board		X	X			
5.5.	Academy 3-year Budget Plan		X	<A		<A	<A
5.6.	Academy 1 year Budget		X	<A		<A	<A
5.7.	Trustees Report and Financial Statements (External auditors presentation of the audit findings and financial statements at the AGM)		X			<A	<A
5.8.	Academies Accounts Return to DfE		X	X		<A	<A
5.9.	Monthly Management Accounts		X	X		<A	<A
5.10.	Academy Trust Handbook and Schedule of Musts		X	X		<A	<A
5.11.	Budget Forecast Return to ESFA		X	X		<A	<A
5.12.	Schools Resource Management Self-Assessment Tool submission to the ESFA		X	X		<A	<A
5.13.	Register of all interests, business, pecuniary for members/trustees: establish and publish		X			X	X
5.14.	Reserves and Investment Policy /setting reserves limits		X	X		X	<A

	Task X = Action to be taken A = Advice and support to those accountable for decision making < > = Direction of advice and support	Members	Board	Finance & Operations Cttee	Personnel Cttee	Headteacher	SLT
6.	Academy Policies and Procedures						
6.1.	Academy Times, Terms and Holidays		X				
6.2.	Change of Academy Age Range		X				
6.3.	Expansion of Academy PAN		X				
6.4.	Extension of Academy Provision		X				
6.5.	Safeguarding Policy		X			X	X
6.6.	Attendance Policy /Attendance Plan		X			<A	<A
6.7.	Anti-Bullying Policy		X				X
6.8.	Drug Education Policy		X				X
6.9.	Pupil Premium Policy		X			X	
6.10.	Pupil Premium Plan		X			X	
6.11.	Education Visits Policy		X			X	X
6.12.	Promoting Positive Relationships and Supporting Behaviour Regulation Policy		X			X	X
6.13.	Positive Mental Health Policy		X			x	X
6.14.	Preventing Extremism and Radicalisation Policy		X			X	X
6.15.	Spiritual, Moral, Social and Cultural Development (SMSC) Policy		X			X	X
6.16.	Student Acceptable Use Policy		X			X	X
6.17.	School Meal Provision and Debt Management Policy		X			X	X
6.18.	Uniform Policy		X			X	X
6.19.	Parents Communication Policy		X			X	X

	Task X = Action to be taken A = Advice and support to those accountable for decision making < > = Direction of advice and support	Members	Board	Finance & Operations Cttee	Personnel Cttee	Headteacher	SLT
6.20.	Suspension					X	
6.21.	Return following Suspension					X	X
6.22.	Permanent Exclusion					X	
6.23.	Review / challenge following Permanent Exclusion		X				
6.24.	Complaints Procedure Policy		X			<A	<A
6.25.	Complaints Appeals		X				
6.26.	Admissions Policy		X				
6.27.	Admissions Allocation of Places/Publish Admission arrangements on website					X	X
6.28.	Ensure arrangements are in place for independent admission appeals (in line with School Admission Appeals Code)		X				
7.	Premises & Assets						
7.1.	Asset Management Policy		X	A			<A
7.2.	Good Estates Management Plan /Return		X	X		<A	<A
7.3.	Health & Safety Policy		X	X		X	<A
7.4.	Submission of Land and Buildings Collection Tool Return to DfE			X		<A	<A
7.5.	Charging and Remissions Policy		X	X		<A	<A
7.6.	Cyber Security Policy		X	X		<A	<A
7.7.	Data Protection Policy		X	X		<A	<A