

The Kite Academy Trust



Scheme of Delegation

Scheme of Delegation 2

Governance & Decision-making Principles 2

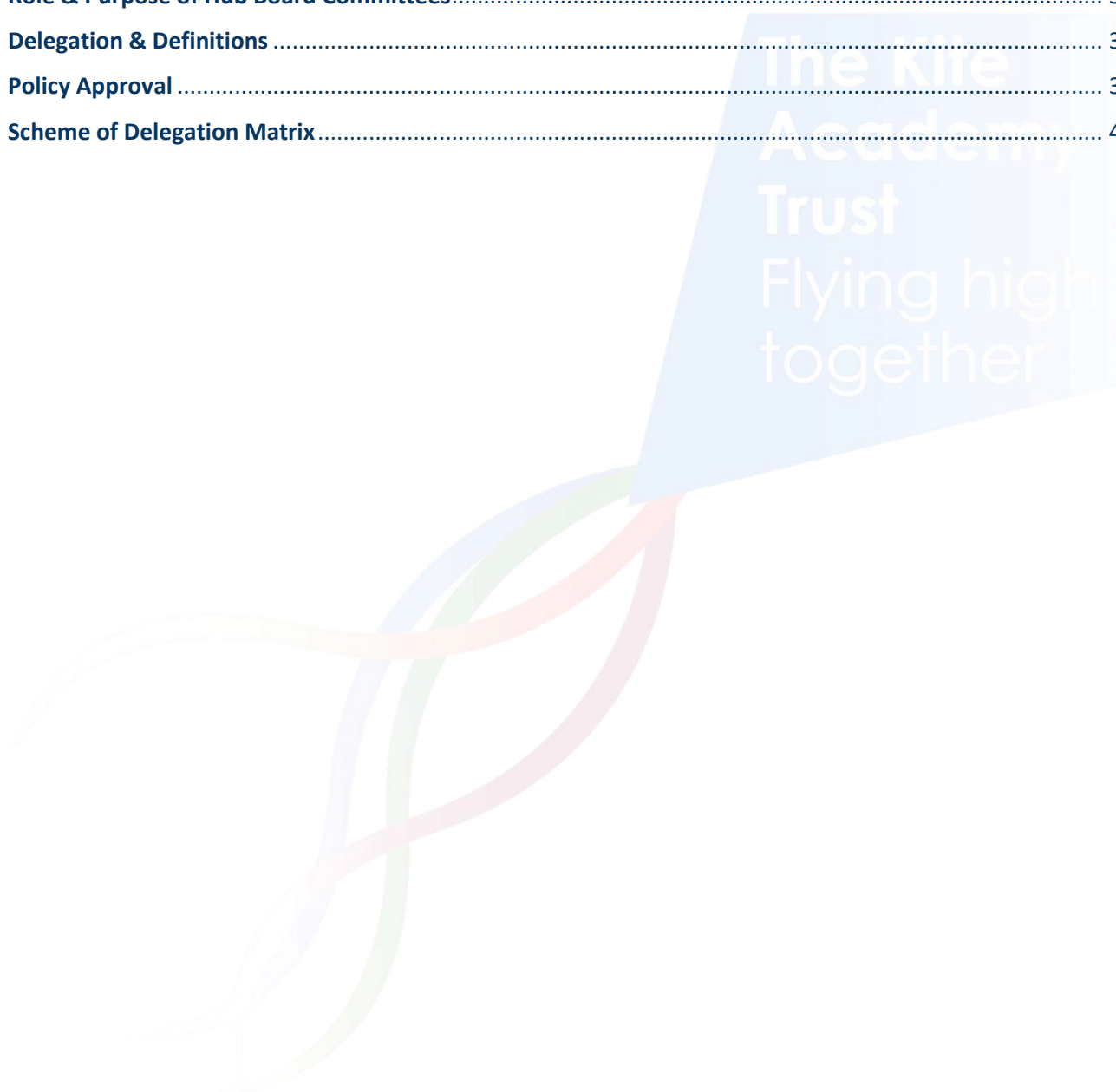
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The Kile
Academy
Trust
Flying high
together

SCHEME OF DELEGATION

This Scheme of Delegation sets out how decision-making authority is delegated across The Kite Academy Trust. It is intended to ensure clarity of accountability and responsibility, to support effective governance and to enable proportionate oversight in accordance with statutory and regulatory expectations.

This document should be read alongside The Kite Academy Trust Articles of Association, Committee Terms of Reference and the relevant Codes of Conduct for employees and governance stakeholders.

Governance & Decision-making Principles

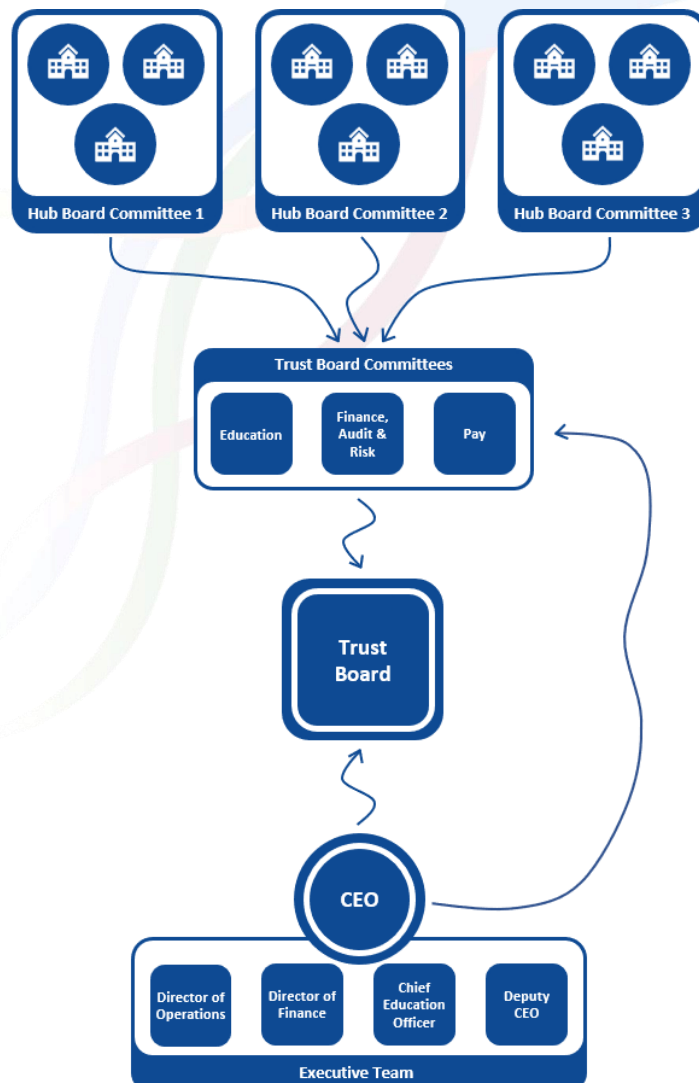
Accountability for all delegated decisions remains with the Board of Trustees.

Delegation is risk-based and may be increased or reduced depending on performance, financial sustainability, safeguarding concerns or governance effectiveness.

Decisions should be taken at the lowest appropriate level and escalated where risk, impact or uncertainty requires.

All decisions must comply with Trust policies, statutory guidance and the Academy Trust Handbook.

Governance Structure



Members	Guardians of the Trust’s constitution and charitable purpose. Members exercise only those powers reserved to them by the Articles of Association and do not take part in operational decision-making.
Trustees	Non-executive directors of the multi-academy trust, responsible for strategy, educational standards, safeguarding, finance and risk.
Trust Board Committees	Delegated oversight and scrutiny (e.g. Finance, Audit & Risk; Education; Pay; Hub Board)
Governors	Members of Hub Board Committees, with delegated responsibility for local oversight, challenge and community insight.
Chief Executive Officer (CEO)	Responsible for strategic and operational leadership (also the Accounting Officer for the Trust).
Executive Team	Executive chiefs and directors responsible for delivering Trust-wide operational functions.
Executive Head Teachers	Responsible for executive oversight and leadership of academy hubs.
Academy Head Teachers	Responsible for the day-to-day leadership and management of academies.

Safeguarding responsibilities override all other delegations.

Role & Purpose of Hub Board Committees

The Kite Academy Trust operates a hub committee model to facilitate collaboration, consistency and capacity across its academies. The model is intended to support effective delivery of the Kite vision – *for every pupil to be happy and healthy; to contribute positively to their communities and achieve academic excellence* – and enable shared best practice and mutual support.

Hub Board Committees are committees of the Trust Board and do not hold executive authority; they do not constitute separate governance bodies and do not replace the statutory roles or responsibilities of the Board of Trustees or CEO.

The primary role of a Hub Board Committee is to provide local scrutiny, oversight, safeguarding assurance and community and parental voice. Hub Board Committees are constituted of Governors who provide support and challenge to academy leaders, identify areas of strength and risk within academies and report these to the Board of Trustees.

Hub Board Committees do not employ staff, control budgets or set policy (unless explicitly delegated).

Delegation & Definitions

The delegation of decision-making authority is detailed in the matrix at Appendix 1. This matrix identifies the accountable and delegated roles for key decisions across the Trust and is maintained as a controlled document. The matrix is approved and reviewed by the Board of Trustees.

Delegation may be reduced or withdrawn where there are concerns relating to educational performance, safeguarding, financial sustainability or leadership capacity, such as: academy performance below the expected standard (in accordance with the Ofsted inspection framework); poor financial planning/management; safeguarding failures; governance or leadership instability.

The Board of Trustees reserves the right to intervene at any time to protect pupils, employees and funds.

Policy Approval

Policies with Trust-wide application are approved and ratified by the Board of Trustees, with authority to approve specific policies delegated to committees as appropriate.

Where relevant, academy-specific operational policies are approved by Academy Head Teachers.

Scheme of Delegation Matrix

	Members	Board of Trustees	Trust Board Committees	Hub Board Committees	Executive Team	Academy Head Teacher
Area of Responsibility						
Governance						
Ensure effective governance structure and delegation	Consulted on structure, proposed changes and associated delegations	Accountable and responsible for determining and implementing Trust governance structure and associated delegations		Informed of structure, proposed changes and associated delegations	Consulted on structure, proposed changes and associated delegations	Informed of structure, proposed changes and associated delegations
Approve (and revise) Trust Articles of Association	Accountable for approving and amending Trust Articles of Association	Responsible for following stipulations of Trust Articles of Association		Consulted on proposed changes to Trust Articles of Association	Consulted (CEO) on proposed changes to Trust Articles of Association	Informed of proposed changes to Trust Articles of Association
Approve (and revise) Trust name	Accountable for approving (including a change of) Trust name	Responsible for proposing (including a change of) Trust name		Consulted on proposed change to Trust name	Consulted (CEO) on proposed change to Trust name	Informed of proposed change to Trust name
Approve (and revise) Trust Scheme of Delegation	Consulted on proposed changes to Trust Scheme of Delegation	Accountable and responsible for approving (including any changes to) Trust Scheme of Delegation		Informed of any changes to Trust Scheme of Delegation	Consulted (CEO) on any changes to Trust Scheme of Delegation	Informed of any changes to Trust Scheme of Delegation
Appoint (and remove) Trustees	Accountable and responsible for the appointment and removal of Trustees	Consulted on the appointment and removal of Trustees		Informed of the appointment and removal of Trustees	Informed (CEO) of the appointment and removal of Trustees	Informed of the appointment and removal of Trustees
Appoint Chair of Trustees	Informed of the appointment of the Chair of Trustees	Accountable and responsible for the election of the Chair of Trustees		Informed of the appointment of the Chair of Trustees	Informed (CEO) of the appointment of the Chair of Trustees	Informed of the appointment of the Chair of Trustees

Appoint (and remove) Trust Governance Professional	Informed of the appointment of the Trust Governance Professional	Accountable for the appointment of the Trust Governance Professional		Informed of the appointment of the Trust Governance Professional	Responsible (CEO) for the appointment of the Trust Governance Professional	Informed of the appointment of the Trust Governance Professional
Appoint Chief Executive Officer/ Accounting Officer	Consulted on the appointment of the Chief Executive Officer/ Accounting Officer	Accountable and responsible for the appointment of the Chief Executive Officer/ Accounting Officer		Informed of the appointment of the Chief Executive Officer/ Accounting Officer	Informed of the appointment of the Chief Executive Officer/ Accounting Officer	Informed of the appointment of the Chief Executive Officer/ Accounting Officer
Establish a register of business interests and ensure proper handling of related party transactions		Accountable for ensuring all business interests are collated and published (as relevant) and conflicts of interests are managed		Responsible for ensuring that governor business interests are declared at every meeting and for these to be recorded and published as relevant	Responsible (CEO) for ensuring that an up-to-date register of business interests for all members, trustees and governors is published, so that no inappropriate actions of a business nature are taking place and conflicts of interests are managed	
Consider whether or not to exercise delegation of functions to individuals	Informed of areas of delegation and to whom	Accountable for determining areas for delegation and to which individuals		Informed of areas of delegation and to whom	Responsible (CEO) for ensuring that the areas of delegation (and delegated individuals) are fulfilling responsibilities	Informed of areas of delegation and to whom
Draw up governing documents (and any amendments thereafter)		Accountable for ensuring Hub Board Committees fulfil their responsibilities		Responsible for academy-level completion of governing documents	Responsible for ensuring Hub Board Committees are robust and effective	Responsible for academy-level completion of governing documents
Appoint (and remove) Chairs of Hub Board Committees		Accountable for endorsing the Chair and Vice Chair of Hub Board Committees		Responsible for annually electing the Chair and Vice Chair of the Hub Board Committee	Responsible for ensuring leadership of Hub Board Committees is effective	Responsible , as an ex-officio governor, for ensuring that academy level governance is

		(and removing, as appropriate)				challenging and supportive
Appoint (and remove) Hub Board Committee governors		Accountable for ensuring governors of the Hub Board Committees are fulfilling their duties effectively (given that Hub Board Committees are committees of the Trust Board)		Consult with the Chair of Trustees regarding the appointment (and removal) of governors	Responsible (CEO) to affect the appointment (and removal) of Hub Board Committee governors with the agreement of the Trust Board	Informed of appointments (and removals) of Hub Board Committee governors
Regulate procedures of the Hub Board Committees (where not stated in law)		Accountable for determining the degree of regulation of Hub Board Committee procedures		Consulted regarding the degree of regulation relating to Hub Board Committee procedures (recognising that Hub Board Committees are accountable to the Trust Board)	Responsible (CEO) for ensuring that Hub Board Committee procedures are being deployed	Consulted regarding the degree of regulation relating to Hub Board Committee procedures
Ensure appropriate support, direction and training for Hub Board Committees		Accountable for ensuring that Hub Board Committees have appropriate support, direction and training to be effective committees of the Trust Board		Consulted (Chairs) to determine specific and general developmental training needs of governors and liaise with the CEO regarding delivery	Responsible (CEO) for liaising with Hub Board Committee Chairs to determine training and development needs of governors and action as required	Consulted regarding governors training and development needs
Core Functions						
Determine Trust 3-5 year strategic plan	Informed of Trust strategic plan	Accountable and responsible for setting the strategic direction of Trust		Informed of Trust strategic plan	Responsible for the implementation and delivery of strategic plan across Trust	Support the implementation and delivery of strategic plan at academy level
Ensure safeguarding policies and practices are in place		Accountable for ensuring that robust safeguarding policies and practices are in	Responsible for oversight of implementation and monitoring of	Responsible for monitoring and ensuring that safeguarding policies	Responsible for ensuring that robust safeguarding policies and practices are in	Responsible for ensuring that safeguarding policies and practices are

		place across Trust (including effective monitoring)	safeguarding policies and practices across the Trust through detailed review at meetings (Education Committee)	and practices are followed at academy level, and governors with responsibility for safeguarding are nominated	place and embedded across Trust and effective monitoring takes place (including within governance functions)	followed and monitored at academy level Informed of the nominated governors with responsibility for safeguarding
Oversee curriculum delivery and educational standards		Accountable for the oversight of curriculum delivery and educational standards across Trust	Support oversight of curriculum delivery and educational standards across Trust through detailed review at meetings (Education Committee)	Support the monitoring of curriculum delivery and educational standards at academy level	Responsible for the design, implementation and delivery of the curriculum and educational standards across Trust	Responsible for implementation and delivery of the curriculum and educational standards at academy level
Monitor pupil performance and outcomes		Accountable for pupil performance and outcomes across Trust	Support oversight of pupil performance and outcomes across Trust through detailed review at meetings (Education Committee)	Support the monitoring of pupil performance and outcomes at academy level	Responsible for pupil performance and outcomes across Trust	Responsible for pupil performance and outcomes at academy level
Ensure statutory compliance with SEND and inclusion		Accountable for ensuring statutory compliance with SEND and inclusion and effective monitoring of pupils with SEND across Trust		Responsible for ensuring governors with responsibility for SEND are nominated and are effective in supporting the needs of pupils with SEND	Responsible (CEO) for ensuring statutory compliance with SEND and inclusion and effective monitoring of pupils with SEND across Trust (including within governance functions)	Responsible for ensuring statutory compliance with SEND and inclusion and effective monitoring of pupils with SEND at academy level Informed of the nominated governors with responsibility for SEND
Ensure statutory compliance with admissions and attendance regulations		Accountable for ensuring statutory compliance with admissions and attendance regulations	Informed of actions taken to ensure statutory compliance with admissions and attendance regulations (Education Committee)	Support through monitoring of statutory compliance with admissions and attendance regulations at academy level	Responsible for ensuring statutory compliance with admissions and attendance regulations across Trust	Responsible for ensuring statutory compliance with admissions and attendance regulations at academy level

Ensure statutory compliance with school day/year regulations		Accountable for ensuring statutory compliance with school day/year regulations and determination of Trust-wide term dates/holidays		Support through monitoring of statutory compliance with school day/year regulations	Responsible for ensuring statutory compliance with school day/year regulations and implementation of Trust-wide term dates/holidays	Responsible for ensuring statutory compliance with school day/year regulations and Trust-wide term dates/holidays at academy level
Ensure compliance with DfE requirements		Accountable for ensuring Trust-wide compliance with DfE requirements	Support through monitoring of compliance with DfE requirements by detailed review at meetings (Finance, Audit & Risk and Education Committee)	Support through monitoring of compliance with DfE requirements	Responsible for ensuring compliance with DfE requirements in all Trust functions	Responsible for ensuring compliance with DfE requirements at academy level, in accordance with Trust procedures
Ensure behaviour and exclusions policies are in place		Accountable for approving Trust-wide behaviour and exclusions policies	Support through monitoring of pupil behaviour and exclusion reporting at meetings (Education Committee)	Support through monitoring of pupil behaviour and exclusion reporting	Responsible for developing and implementing behaviour and exclusion policies and related training across the Trust	Responsible for implementing Trust behaviour and exclusion policies at academy level
Ensure uniform policy is appropriate		Accountable for approving Trust-wide uniform policy			Responsible for developing and implementing uniform policy across the Trust	Responsible for implementing Trust uniform policy at academy level
Ensure staff appraisal and HR policies are compliant		Accountable for approving Trust-wide staff appraisal and HR policies			Responsible for developing and implementing compliant staff appraisal and HR policies across the Trust	Responsible for implementing Trust staff appraisal and HR policies at academy level
Ensure whistleblowing procedures are in place		Accountable for approving Trust-wide whistleblowing policy and procedures			Responsible for developing and implementing compliant	Responsible for implementing Trust whistleblowing policy

					whistleblowing policy and procedures across the Trust	and procedures at academy level
Financial Management (including Trust Growth)						
Set vision and targets for Trust growth		Accountable for setting vision for Trust growth	Support through detailed review of financial targets (Finance, Audit & Risk Committee)	Informed of and support the Trust vision, targets and growth	Responsible for developing and executing the vision for Trust growth	Support the delivery of the vision, targets and Trust growth
Undertake due diligence review process for potential schools joining the Trust		Accountable for setting process and ensuring due diligence is undertaken to support consideration of adding schools to the Trust	Support through detailed due diligence review with emphasis on financial considerations (Finance, Audit & Risk Committee)	Informed of potential Trust expansion and consideration of expansion	Responsible for developing process and undertaking the due diligence review	
Approve new schools joining Trust		Responsible for approving new schools joining Trust		Informed about Trust expansion	Responsible for onboarding new schools to Trust	Informed about Trust expansion
Develop and approve annual budget and 3 year outturn		Accountable for approving budgets	Support through detailed budget review (Finance, Audit & Risk Committee)		Responsible for developing Trust-wide budgets and submission to DfE	Support process through academy level budget
Produce monthly management accounts in line with Academy Trust Handbook requirements		Accountable for and review at least 6 times per year (Chair reviews monthly)	Support through detailed management accounts review (Finance, Audit & Risk Committee)		Responsible for producing monthly management accounts and sharing with Trust Board	Support process through reviewing academy level management accounts in conjunction with the Director of Finance
Manage cash position including reporting on cashflow		Accountable for Trust's cash position and position as a going concern	Support through detailed review of cash position at each meeting (Finance, Audit & Risk Committee)		Responsible for managing cash and going concern position	Support through effective financial management at academy level

Appoint (and remove) External Auditor	Accountable for the appointment of Trust external auditor	Informed of the appointment of Trust external auditor	Support process for appointment of Trust external auditor (Finance, Audit & Risk Committee)		Support process for appointment of Trust external auditor and responsible for implementing appointment	
Ensure external audit and publication of annual report	Informed of outcome of external audit through presentation of annual report	Accountable for ensuring completion of external audit and approval of annual report	Support review of external audit and annual report through detailed review at meeting (Finance, Audit & Risk Committee)	Informed of outcome of external audit through annual report	Responsible for facilitating external audit process and drafting/publishing of annual report (including submission of annual report to DfE and Companies House)	Informed of outcome of external audit through annual report
Maintain risk register in line with Academy Trust Handbook requirements		Accountable for ensuring risk register is in place and reviewing annually	Support through regular detailed review of the risk register (Finance, Audit & Risk Committee)	Support through reporting of emerging risks to Trust Board	Responsible for developing Trust-wide risk register and mitigating identified risks	Support by reviewing academy level risks and escalating emerging risk to the Executive Team
Manage procurement exercises in line with compliance requirements		Accountable for ensuring procurement in line with regulations	Support through review of procurement activity at each meeting (Finance, Audit & Risk Committee)		Responsible for running compliant procurement exercises	Responsible for academy level procurement in line with Trust policy
Estates, Health & Safety						
Develop Trust Estates strategy		Accountable for approving Estates strategy	Support through detailed and regular review of Estates strategy (Finance, Audit & Risk Committee)	Informed of Estates plans at academy level	Responsible for developing and delivering Estates strategy	Support development of Estates plans at academy level
Ensure proper insurance arrangements		Accountable for ensuring Trust has adequate insurance arrangements			Responsible for ensuring Trust has adequate insurance arrangements	

Approve significant new building projects		Responsible for approving new building projects and project spend	Support through detailed monitoring of project overspend of 10%+ (Finance, Audit & Risk Committee)	Informed of new building projects at academy level	Responsible for new proposals, monitoring projects and spend including reporting overspend of 10%+to Finance, Audit & Risk Committee and Trust Board	Support new building projects for individual academy
Procure new buildings in line with procedures and regulations		Accountable for ensuring compliant procurement and endorsing action	Consulted on procurement (Finance, Audit & Risk Committee)	Informed of progress on building projects at academy level	Responsible for compliant procurement and managing contractors	Informed on progress of building projects
Maintain buildings including properly funded maintenance programme		Accountable for buildings maintenance in line with regulations	Responsible for approving capital spend (Finance, Audit & Risk Committee)	Informed about building management	Responsible for buildings maintenance and securing funds from central government	Support buildings management in conjunction with Director of Operations
Set Health & Safety Policy		Accountable for approving Health & Safety Policy		Informed of effectiveness of fulfilling Health & safety Policy at academy level	Responsible for developing Health & Safety Policy and related training across the Trust	Responsible for implementing Health & safety Policy at academy level
Respond to health and safety incidents across Trust		Accountable for overall health, wellbeing and safety of staff, pupils and stakeholders	Support through reviewing detailed analysis of health and safety incidents (Finance, Audit & Risk Committee)	Informed of significant health and safety risks at academy level	Responsible for responding to health and safety incidents across Trust including reporting high risk incidents to Trust Board	Responsible for responding to health and safety incidents at academy level including informing Director of Operations of incidents and risks
Appoint person in charge of first aid		Accountable for ensuring first aid leads appointed across the Trust		Informed of effectiveness of first aid support across academy	Responsible for appointing Trust-wide leads for first aid	Responsible for appointing academy lead for first aid
Review risk assessments		Accountable for ensuring risk assessment in place	Consulted regarding risk assessments (Finance, Audit & Risk Committee)	Informed of risk assessments	Responsible for developing Trust-wide templates and	Responsible for undertaking academy level risk assessments

		and reviewing summaries	and Education Committee)		escalating risks to Trust Board	and escalating risks to Director of Operations
Stakeholder Relationships						
Prepare and publish an academy prospectus		Accountable for content and presentation		Informed of academy prospectus and its marketing	Consulted on the content and presentation of the prospectus for each academy	Responsible for preparing and publishing academy prospectus
Adopt and review Home-School Agreement		Accountable for content and presentation		Informed of Home-School Agreement	Consulted on the content and presentation of the Home-School Agreement for each academy	Responsible for implementing Home-School Agreement with parents and pupils
Manage relationships with parents		Accountable for making sure there are positive relationships with parents of pupils		Support fostering of parent relationships at academy level	Responsible for holding Academy Head Teachers to account for maintaining positive relationships with parents	Responsible for fostering of parent relationships at academy level
Receive updates on perspectives of parents across the Trust		Informed of parental perspectives across the Trust		Informed of parental perspectives at academy level	Consulted on the effectiveness of academies in achieving positive parental views	Responsible for conducting parent surveys and collating outcomes
Manage relationships with local community stakeholders		Accountable for holding the CEO responsible for achieving positive relationships with local communities		Support fostering of community and local relationships at academy level	Consulted on positive community and local relationships across the Trust's geographical area	Responsible for fostering positive community and local relationships at academy level
Manage relationships with Local Authorities (LA) and Regional Director (RD)		Accountable and support fostering of LA and RD relationships		Support fostering of LA and RD relationships at academy level	Support and responsible for fostering of LA and RD relationships	Responsible for fostering positive LA and RD relationships at academy level

Manage relationships with central government		Accountable and support central government liaison as required		Informed about the Trust's promotion of central government relationships	Responsible for promoting central government relationships	Support the Executive Team in promoting central government relationships
Approve the Complaints Policy and procedures		Accountable for ensuring a Complaints Policy is in place		Informed of complaints procedures at academy level	Responsible for developing a compliant Complaints Policy and overseeing complaints at Trust and academy levels	Responsible for managing complaints at academy level

