



HCAT Scheme of Delegation

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1	Reviewed and rebranded	31/07/2026



HCAT Scheme of Delegation

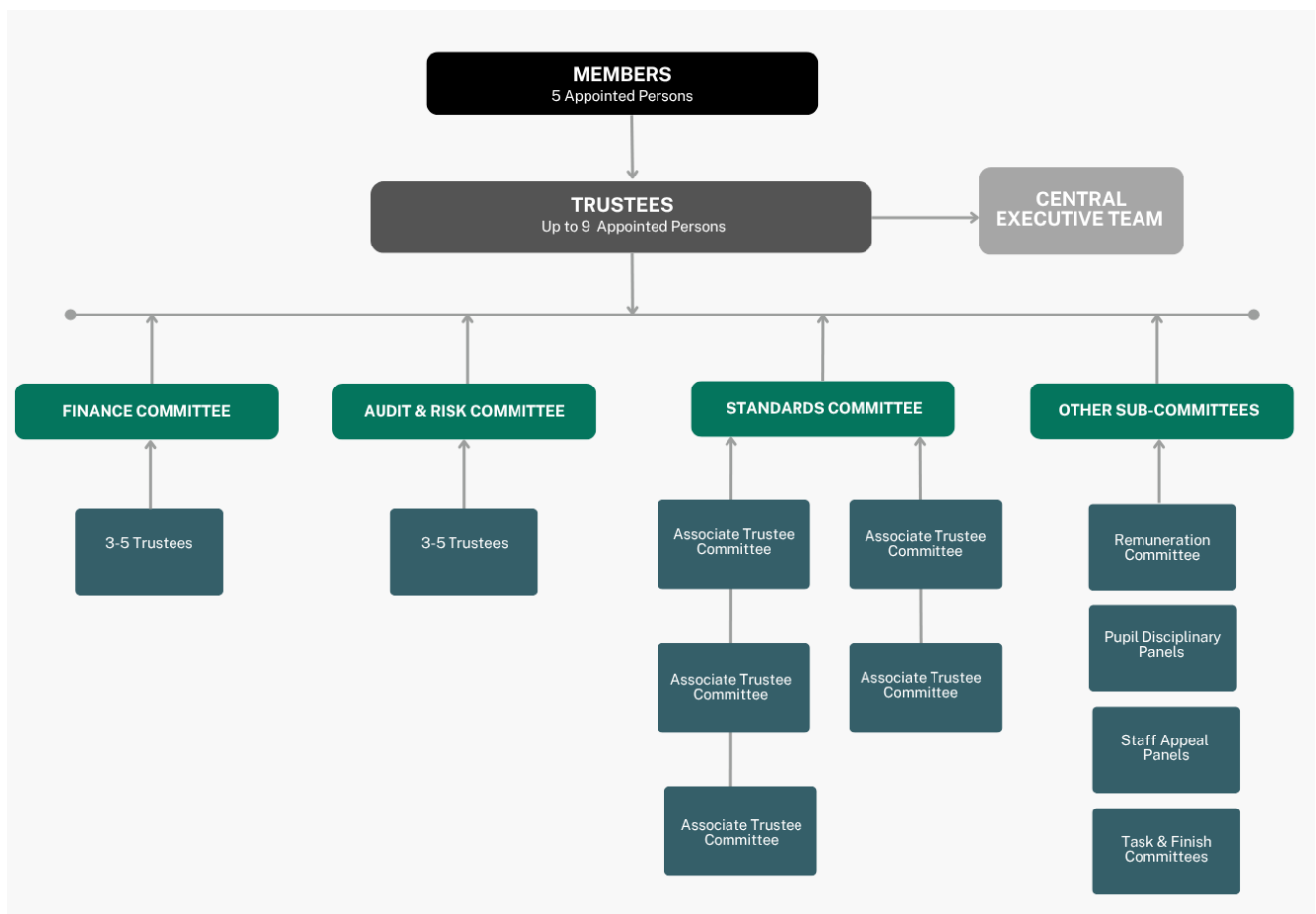
1. Introduction

The Board of Trustees retains overall responsibility and accountability for the strategic leadership, direction and governance of the Trust. Whilst certain functions may be delegated, the Trustees remain ultimately accountable for ensuring that the Trust is conducted in accordance with its charitable objects, funding agreements, Articles of Association, statutory obligations and the requirements of the Academy Trust Handbook.

This Scheme of Delegation sets out the governance and decision-making framework for HCAT. It establishes the responsibilities and levels of authority delegated by the Board of Trustees to its committees, the Chief Executive Officer, executive leaders and academy leaders within the Trust.

This Scheme supports the Trust's commitment to high standards of governance, educational excellence and prudent stewardship of public funds. All individuals and bodies exercising delegated authority must do so in accordance with the Trust's policies, financial regulations, governance procedures and values, and in the best interests of the Trust and its pupils.

2. Governance Structure





3. Roles and Responsibilities

Members

Role:

Members are the guardians of the Trust's charitable purpose and provide oversight of the Board of Trustees. They do not participate in the day-to-day governance or management of the Trust.

Key Responsibilities:

- Appoint and remove Trustees.
- Appoint and remove Members.
- Amend the Articles of Association.
- Appoint auditors.
- Hold the Board of Trustees to account for effective governance.

Board of Trustees

Role:

The Trust Board is the accountable body and has overall responsibility for strategic leadership, legal compliance, financial oversight, educational performance and governance of the Trust. Whilst functions may be delegated, accountability remains with the Board.

Key Responsibilities:

- Set the Trust's vision, values and strategic direction.
- Ensure compliance with company, charity and education law.
- Approve Trust-wide budgets and key policies.
- Oversee risk management, safeguarding and statutory compliance.
- Establish, review and delegate authority to committees.

Finance Committee

Role:

Provides oversight and scrutiny of the Trust's financial management, stewardship of resources and long-term financial sustainability.

Key Responsibilities:

- Review and recommend annual budgets to the Board.
- Monitor financial performance and compliance with financial regulations.
- Review annual accounts.
- Oversee reserves, investments and financial forecasting.
- Monitor compliance with the Scheme of Financial Delegation.



Standards Committee

Role:

Provides strategic oversight and assurance regarding educational performance, quality of education, safeguarding and school improvement across the Trust.

Key Responsibilities:

- Monitor attainment, progress, attendance and behaviour.
- Oversee curriculum quality, leadership, teaching, SEND and inclusion.
- Receive and scrutinise reports from Associate Trustees and Executive Leaders.
- Monitor safeguarding and statutory educational compliance.
- Review educational risks and ensure appropriate interventions are in place.
- Consider stakeholder engagement and community feedback.

Audit & Risk Committee

Role:

Provides independent assurance to the Board regarding internal controls, risk management, governance and scrutiny arrangements.

Key Responsibilities:

- Oversee internal scrutiny and audit programmes.
- Monitor the effectiveness of internal controls.
- Review and oversee the Trust's risk management framework and risk register.
- Monitor management responses to audit recommendations.
- Consider findings from external auditors.
- Provide assurance to the Board regarding compliance and risk management arrangements.

Associate Trustee Committees

Role:

Provide local monitoring, challenge and intelligence gathering at cluster level, supporting school improvement and informing Trust-wide governance. Associate Trustees act in an advisory capacity only and have no delegated decision-making powers.

Key Responsibilities:

- Undertake monitoring of school performance and improvement priorities.
- Review safeguarding, SEND, inclusion and curriculum indicators.
- Consider stakeholder, parental and community feedback.
- Identify strengths, risks and areas for improvement.
- Escalate significant safeguarding or educational concerns.
- Report findings to the Standards Committee and contribute to Trust-wide improvement.



4. Scheme of Delegation

The Trust Scheme of Delegation shows the level of delegated responsibility given to the Board of Trustees and its Committees, to the Chief Executive Officer and the Central and Executive Teams in respect of key aspects of the leadership and management of the Trust to ensure compliance with legal, regulatory and statutory requirements. It should be read alongside the Trust's Terms of Reference - The Board of Trustees retains overarching responsibility for all decisions made.

Accountable (A)	This person or body is the “owner” of the task. Delegates the task to those responsible. They sign off or approve the task, objective or decision.
Responsible (R)	These are the “doers” of the task; they complete the task or objective and propose decisions to those who are accountable.
Consulted (C)	The individuals or bodies who will be collaborated with as part of the process of completing a task. Their input is required before the task can be completed and approved.
Informed (I)	The individuals or bodies who are kept up to date on progress and key information. They need updates on progress or decisions; they do not need to be formally consulted, and often do not contribute directly to the task.



Strategy, Culture & Engagement

Delegated Duty	Members	Trust Board	CEO/ Central	Exec Head/HOS	Standards Committee	Associate Trustees
Ensuring statutory compliance with the Trust's duties under Company and Charity Law and agreements made with the DfE, including the Funding Agreement, and the Deed of Gift		A/R	R			
Setting the trust vision		A/R	R	I	I	I
Setting the trust culture and values		A/R	R	I	I	I
Setting the trust strategy		A/R	R	I	I	I
Reviewing progress against the trust strategy		A/R	R	I	I	I
Setting expectations for trustee conduct	A/R	R				
Fostering equality, diversity and inclusion including building a diverse board	A/R	R	C	I		
Ensuring transparency of information		A	R	R	I	I
Engaging with stakeholders regarding vision, values and strategic priorities		A	R	R	I	I
Amend or approve the Articles of Association	A/R					
Adhering to the Articles of Association	A	R	R	R	R	R
Reviewing progress against the trust strategy		R	R	C	C	I
Setting school/ academy improvement plan in line with trust priorities		I	C	A/R	I	I



Executive and Non-Executive Leadership

Delegated Duty	Members	Trust Board	CEO/ Central	Exec Head/HOS	Standards Committee	Associate Cluster
Establishing a high performing governance structure including appointing board committees and academy committees	A	A/R	R	C	I	I
May appoint Trustees or remove due to lack of leadership or incompetencies including Chair	R					
Hold the Board of Trustees to account for the overall performance of the Trust	A/R					
Appoint new Members or remove existing Members	R					
Appointment or removal of trust board chair and vice chair	R	R	C			
Appointing parent trustees/ parent associate trustees		R	C	C		R
Ensuring appointment checks, induction and training of governance stakeholders		A	R			
Evaluating governance regularly		R	R			
Nominating safeguarding lead trustee		R	C			
Nominating SEND lead trustee or providing oversight of SEND through a committee		R	C			
Nominating careers lead trustee		R	C			
Ensuring finance skill set on board		R	C			
Setting expectations for trustee conduct	A/R	I	C			
Appointment/removal governance professional		R	C			
Overseeing staff wellbeing, workload and working conditions		R	R	R	R	I



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Setting pay levels, including executive pay		A/R	R	R	I	I
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Accountability

Delegated Duty	Trust Board	CEO/ Central	Exec Head/HOS	Standards Committee	Associate Cluster
Ensuring strategic oversight and accountability	A/R				
Setting trust approach to curriculum and assessment with regard to statutory requirements	A	R	R	I	I
Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements	A	R	R	I	I
Developing curriculum policies as required by school(s) (religious education, relationships, sex & health education)	A	R	R	I	I
Delivering careers guidance, with regards to statutory requirements	A	R	R	I	I
Production and analysis of data	I	R	R	I	I
Delivering support for looked after children and previously looked-after children	A	R	R	I	I
Monitor progress towards School Improvement Plan through agreed school monitoring visits	I	I	I	R	R
Review and scrutinise data in relation to equality and inclusion including attendance, exclusions/suspensions, and achievement	R	R	R	R	R
Ensure that the wider curriculum including PHSE mental health and safeguarding are well established and effective in keeping pupils well informed about risks and staying safe	A	R	R	R	

Compliance

Delegated Duty	Trust Board	CEO/ Central	Exec Head/HOS	Standards Committee	Associate Cluster
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Setting admissions policies	A/R	R	C	I	I
Ensuring compliance with SEND Code of Practice	A	R	R	R	I
Monitoring Pupil Premium spend and PE and sport premium	A	R	R	I	R
Setting health and safety policies and estates management strategy	A	R	C		
Attending trust inspections	R	R	R	R	R
Setting governance policies (data protection, information sharing, cyber security, Freedom of Information, code of conduct, complaints, whistleblowing)	A	R	C	I	I
Maintaining register of business interests, conflicts of interest and connected party transactions	A	R	C	C	C
Setting safeguarding policies (safeguarding and child protection, pupil mental health and wellbeing, Prevent, looked after children, safer recruitment, supporting pupils with medical conditions)	A	R	R	I	I
Setting trust safeguarding practices, with regard to statutory guidance, including appointing designated safeguarding lead (DSL)	A	R	R	I	I
Carrying out disclosure and barring service (DBS) checks	A	R	R	I	I
Setting behaviour and welfare policies (behaviour and exclusions)	A	R	R	I	I
Setting approach to directing pupils off site, including whether pupils should be reinstated	A	R	R	I	I
Setting the school day and school year	A	R	R	I	I
Managing the trust estate and school premises		R	R		
Setting the uniform policy			R		
Setting approach to staff appointment and dismissal, with regard to statutory requirements	A	R	C	I	I



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Setting HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment)	A	R		I	I
Setting whistleblowing procedures	A	R			
Convening Resolution Committees (Stage 3 complaints, reviewing suspensions and permanent exclusions)	A/R	R	C		R

Finance, Audit & Risk

Delegated Duty	Members	Trust Board	CEO/Central	Exec Head/HOS	Finance Committee	Audit Committee
Appointing CFO		A/R	R			
Agreeing financial delegation limits establishing financial decision levels and limits		A/R	R	I	R	I
Establishing controls framework including internal audit		I				
Developing budget		I	R	I	I	I
Approve trust and academy budget plans to support delivery of trust and academies strategic priorities		R		I	C	I
Delivering monthly management accounts and forecasts		I	R	C	I	I
Managing cash position		I	R	I	I	I
Delivering annual report and accounts, with regard to accounts consolidation exercises required by DfE		A	R	I	I	I
Setting financial policies (charging and remission, investment, reserves, procurement)		A	R	I	C	I
Ensuring adequate insurance cover is in place		A	R	I	I	I
Managing conflicts of interest and related party transactions		A	R			



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Managing novel, contentious and repercussive transactions		A	R			
Ensuring compliance with DfE requirements		A	R			
Maintaining oversight of the financial performance of the Trust ensuring its money is well spent to successfully deliver outcomes		A	R	I	R	I
Ensuring there are robust financial systems and controls in place and adhered to by the Trust and each Academy		A	R	I	R	I
Developing finance policies (charging and remission, investment, procurement)		A	R			
Ensure that accurate records are kept by individual Academies showing the receipt and use of all funds			R	R		
Appointment and removal of external auditor	R	R	C	I	I	I
Maintaining risk register and report a high-level overview of risks on a termly basis		A	R	I	I	C
Ensure a comprehensive risk management strategy is in place to effectively identify, assess and manage risks across all levels of the Trust		A				R
Agree an annual programme of internal scrutiny / audit, which is objective and independent, covering systems, controls, transactions and risks		A	C			R



Financial Authorisation

Delegated Duty	Value	Authority	Comment
The Trust will retain overall responsibility for any major items of expenditure and income over the value of £150,000 for individual items	Over £175,000	Board of Trustees	With the exception of secondary exams and formal assessment expenditure
Approve any major items of expenditure and income over the value of for individual item	£150,000 - £174,999	F&A Committee	
Approvals of expenditure on an individual order	£100,000 - £149,999	CEO	
Primary school approvals of expenditure on an individual order	£20,000	Head/Principal	
Secondary school approval expenditure on an individual order	£40,000	Head/Principal	With the exception of secondary exams and formal assessment expenditure
Authorisation of budget virements	Up to £10,000	COO	
	Up to £40,000	CEO	
	Informed if over £50,000	F&A Committee	
Authorisation of disposal of unusable or obsolete equipment included in the inventory.	£20,000 - £30,000	Trust Board	Notify Trust Board if assets are more than £30k Notify Finance Committee if assets are more than 20k