Scheme of Delegation

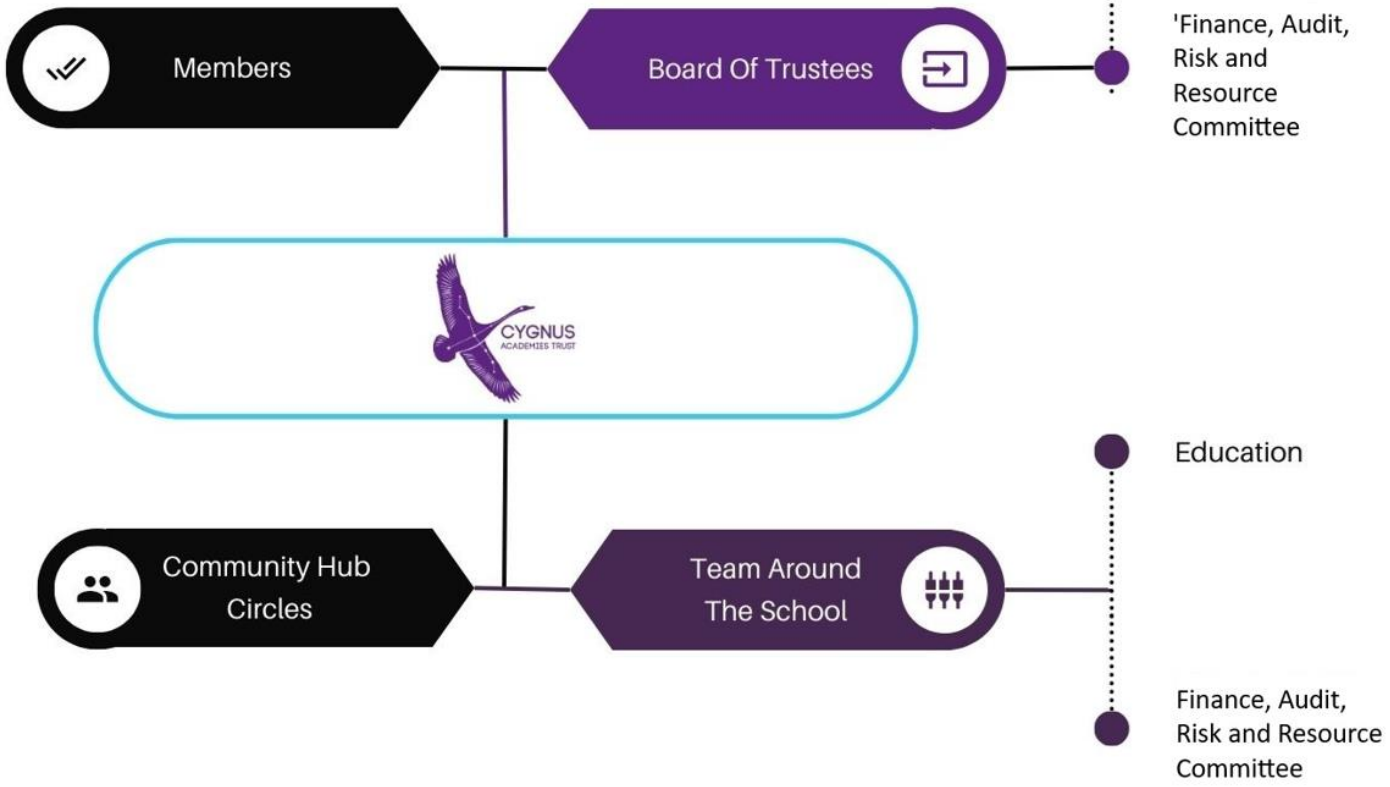
Updated September 2025

The following covers statutory and essential responsibilities.
Separate terms of reference (ToR) for each of the board's committees supplement the SoD and document delegated responsibilities in more detail.

Key	
A Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible	Responsible for delivery and does the work to achieve the task. Can be shared between groups/individuals.
C Consulted	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.

CYGNUS
ACADEMIES TRUST

Governance


Members
Board Of Trustees
Education Committee
'Finance, Audit, Risk and Resource Committee
CYGNUS ACADEMIES TRUST
Community Hub Circles
Team Around The School
Education
Finance, Audit, Risk and Resource Committee

Roles and responsibilities

Effective delegation relies on a clear understanding of roles and responsibilities. We have outlined a summary of roles with accompanying resources.

Role Description & duties

Members
• Guardians of the governance of the trust, ensuring the charitable objective is fulfilled
• Agree the trust's articles of association, appoint trustees and external auditors
• Receive the annual report, accounts and other information
See guidance on the role of members

The Board
• Legally accountable for all statutory functions and performance of all the schools within the trust
• The trust creates information pathways between the trust board, the Community, and the chief executive

The Board committees
• Trustees delegate some governance functions to board committees, one of which must include audit and risk, which advises on the adequacy of the trust's controls and risks. Cygnus Academies Trust have 2 committees:

1. Finance, Audit, Risk, and Resources
2. Education

Responsibility for oversight and approval of staff pay and remuneration sits with the Full Trust Board, in line with the Academy Trust Handbook 2025–26. Pay matters may be considered by the Board where required, but decision-making authority rests with the Trust Board rather than a delegated Pay Committee.

Chief executive
• Day-to-day management of Cygnus Academies Trust
• Leadership and management of the central executive team and the schools' headteachers
• Reports to the trust board and its committees
See CEO job description Chief executive officer job description | National Governance Association

Headteachers

- Day-to-day management of the Cygnus Academies Trust's schools
- Shares information with the Executive Board through the team around the school and in meetings to enable monitoring and scrutiny of key operations, risk, education model, policies and improvement plans.

Scheme of delegation

Cygnus Academies Trust

Date approved:	September 2025
Approved by:	Trust Board
Date of next review:	September 2026

Document history:

Date of review	Author	Note of revisions
January 2025	CEO	New SoR using NGA guidance and statutory expectations to comply with articles of association and master funding agreements. Addition of a Pay Committee to the structure. Trust committees now consist of 1. Finance, Audit, Resources and Risk 2. Education
September 2025	CEO	Wording regarding the Board updated to ensure consistency. Links fixed which were not working. Note following the structure diagram was removed as it was no longer relevant. Tightened up on terminology e.g. Education description. Removed all mention of Community Hubs. Added a box in the diagram for the Executive Board.
February 2026	CEO	Updated to include Community Hub Circles
March 2026	CEO	Removal of the Pay Committee from the committee structure. Responsibility for pay oversight and approval moved to the Full Trust Board to align governance documentation with current practice and the Academy Trust Handbook 2025–26.
May 2026	Governance Administrator	Re-named FARCO to FARRCO

Delegation matrix

		Members	Trust board	CEO	Trust committees	Headteachers	Community Hub Circles
	1. Board business						
1.1	Appoint/remove members	A					
1.2	Appoint/remove trustees	R	A				
1.3	Elect chair of trustees		R				

		Members	Trust board	CEO	Trust committees	Headteachers	Community Hub Circles
1.4	Appoint and remove board committee chairs		R				
1.5	Establish and review trust governance structure		R	C			
1.6	Agree named safeguarding trustee		R				
1.7	Agree named trustee for special educational needs and disabilities (SEND)		R				
1.8	Appoint trust governance professional		A	R			
1.9	Agree academy committee clerking arrangements		R	C			
1.10	Articles of association: review		A	R	C		
1.11	Articles of association: ratify changes	A					
1.12	Agree committee terms of reference		A	C	C		
1.13	Complete annual review of scheme of delegation		A	R	C		
1.14	Commission external review of trust board effectiveness every three years	C	C	R			
1.15	Complete annual trust board self-review		R		C		
1.16	Complete review of local governance		R	R	C	C	
1.17	Publish governance arrangements on trust and academy websites		A	R			
1.18	Ensure trust website is compliant and effective		A	R			
1.19	Ensure academy websites are compliant and effective		A	R		R	

		Members	Trust board	CEO	Trust committees	Headteachers	Community Hub Circles
1.20	Submit annual report on the performance of the trust to members and publish		R	R	C		
	2. Vision and strategy						
2.1	Determine trust's vision, strategy and key priorities		C	R	C	C	
2.2	Ensure engagement with stakeholders regarding vision, values and strategic priorities		C	R	R	R	
2.3	Apply trust vision and strategy to individual academies		C	R	C	R	
2.4	Agree trust growth plans		C	R			
2.5	Determine trust-wide policies		A	R			
2.6	Determine academy level policies		A	R		R	
2.7	Establish risk register and conduct regular review		A	R	R		
2.8	Determine a programme of internal audit in line with the risk register and monitor its delivery		A	R			
	3. Finance and operations						
3.1	Appoint and remove external auditors	A	C				
3.2	Appoint and performance manage chief financial officer		A	R			
3.3	Produce trust's scheme of financial delegation		A	R	C		
3.4	Receive external auditor's report	A		R	C		
3.5	Action recommendations made arising from audits		A	R	C	R	
3.6	Produce annual report and accounts		A	R			
3.7	Submit ESFA required reports and returns		A	R			

		Members	Trust board	CEO	Trust committees	Headteachers	Community Hub Circles
3.8	Agree budget plan to support delivery of trust strategic priorities		A	R	C		
3.9	Agree budget plan to support delivery of academy strategic priorities		A	R	C	R	
3.10	Monitor trust budget		A	R			
3.11	Carry out benchmarking and trust-wide value for money evaluation		C	A	C	C	
3.12	Agree reporting and monitoring arrangements for trust and academy budgets		A	R	C		
3.13	Monitor academy estates to ensure safe and well maintained		A		R	R	
3.14	Agree data protection policy (and privacy notice)		A	R	C	C	
3.15	Agree health and safety policy		A	R	C	C	
3.16	Agree premises management documents, including *Estate vision, Estate strategy and Asset management plan*		A	R	C	C	
	4. Workforce						
4.1	Appoint and dismiss CEO/Accounting Officer		R				
4.2	Performance manage CEO		R				
4.3	Agree CEO remuneration		R				
4.4	Conduct executive team performance management			A	C		
4.5	Conduct headteacher performance management			A	C		

		Members	Trust board	CEO	Trust committees	Headteachers	Community Hub Circles
4.6	Agree headteacher remuneration			A	C		
4.7	Review and agree academy staff appraisal procedure and pay progression		A	R	C		
4.8	Determine executive team staffing structure			A	C		
4.9	Determine academy staffing structure			A	C	R	
4.10	Headteacher appointments and dismissal			A	C		
4.11	Trust wide pay policy, terms and conditions of employment		A	R	C		
4.12	Determine disciplinary, grievance and capability policies		A	R			
4.13	Undertake panel hearings for disciplinary and capability matters relating to the CEO		R				
4.14	Undertake panel hearings for disciplinary, grievance and capability matters relating to the central team			A	R	R	
4.15	Undertake panel hearings for disciplinary, grievance and capability matters relating to academy staff			A	R	R	
4.16	Approval of exit payments/early retirement/pension discretion (above a certain threshold)		A	R			
4.17	Agree whistleblowing policy		A	R			
	5. Pupils and learning						
5.1	Agree safeguarding and child protection policy		A	R	C	C	
5.2	Agree attendance policy		A	R	C	C	

		Members	Trust board	CEO	Trust committees	Headteachers	Community Hub Circles
5.3	Agree school uniform policy		A	R	C	C	
5.4	Agree policy for pupils with SEND		A	R	C	C	
5.5	Agree policy for supporting pupils with medical conditions		A	R	C	C	
5.6	Agree charging and remissions policy		A	R	C	C	
5.7	Agree behaviour policy		A	R	C	C	
5.8	Agree relationships education (primary) and relationships and sex education (secondary) policy		A	R	C	C	
5.9	Agree equality information and objectives (public sector equality duty) statement and monitor delivery		A	R	C	C	
5.10	Approve trust-wide curriculum			A	C	R	
5.11	Ensure high standards of teaching and learning			A	R	R	
5.12	Set targets for trust outcomes			A	C	R	
5.13	Plan and deliver individual academy improvement interventions and strategies			A	C	R	
5.14	Determine & monitor use of pupil premium and sports premium			A	R	R	
5.15	Ensure provision of religious education			A	C	R	
5.16	Ensure delivery of collective worship			A	C	R	
5.17	Set the dates of school terms and holidays			A	C	C	
5.18	Set the times of school sessions			A	C	C	

		Members	Trust board	CEO	Trust committees	Headteachers	Community Hub Circles
5.19	Review headteacher decision to suspend/exclude pupils		R	A	R	C	
5.20	Monitor rates of suspension and exclusion across the trust		R	A	C	C	
5.21	Agree admissions policy		A	R	C	C	
5.22	Implement admissions appeal process		A	R	C	R	
5.23	Determine complaints procedure		A	R	C		
5.24	Implement complaints procedure		R	A	R	R	
5.25	Review complaints at panel stage		R	A			
	6. Community						
6.1	Develop stakeholder partnerships across the trust		A	R	C	R	C
6.2	Develop stakeholder partnerships at academy level			C	C	A	C