SGS Academy Trust Scheme of Delegation

Effective date March 2026

Introduction

South Gloucestershire and Stroud Academy Trust (SGSAT) is a company, limited by guarantee, and an exempt charity. SGSAT was incorporated on 12 December 2014.

Our Purpose
We exist so that every child has the best education, and every community has the best school.

Our Priorities

1. Providing effective, inclusive and ambitious education.
2. Being an employer of choice and a community anchor
3. Securing our future as a thriving and growing school trust

Our Values

- **Inclusive** – We want everyone in our Trust to feel they belong.
- **Ambitious** – We want everyone in our Trust to fulfil their potential.
- **Fearless** – We want everyone in our Trust to be true to themselves.

The Board of Trustees encourages the recruitment of Local School Board members from all sections of the community, and applications are always welcomed from people of all cultural backgrounds with a range of skills and experience.

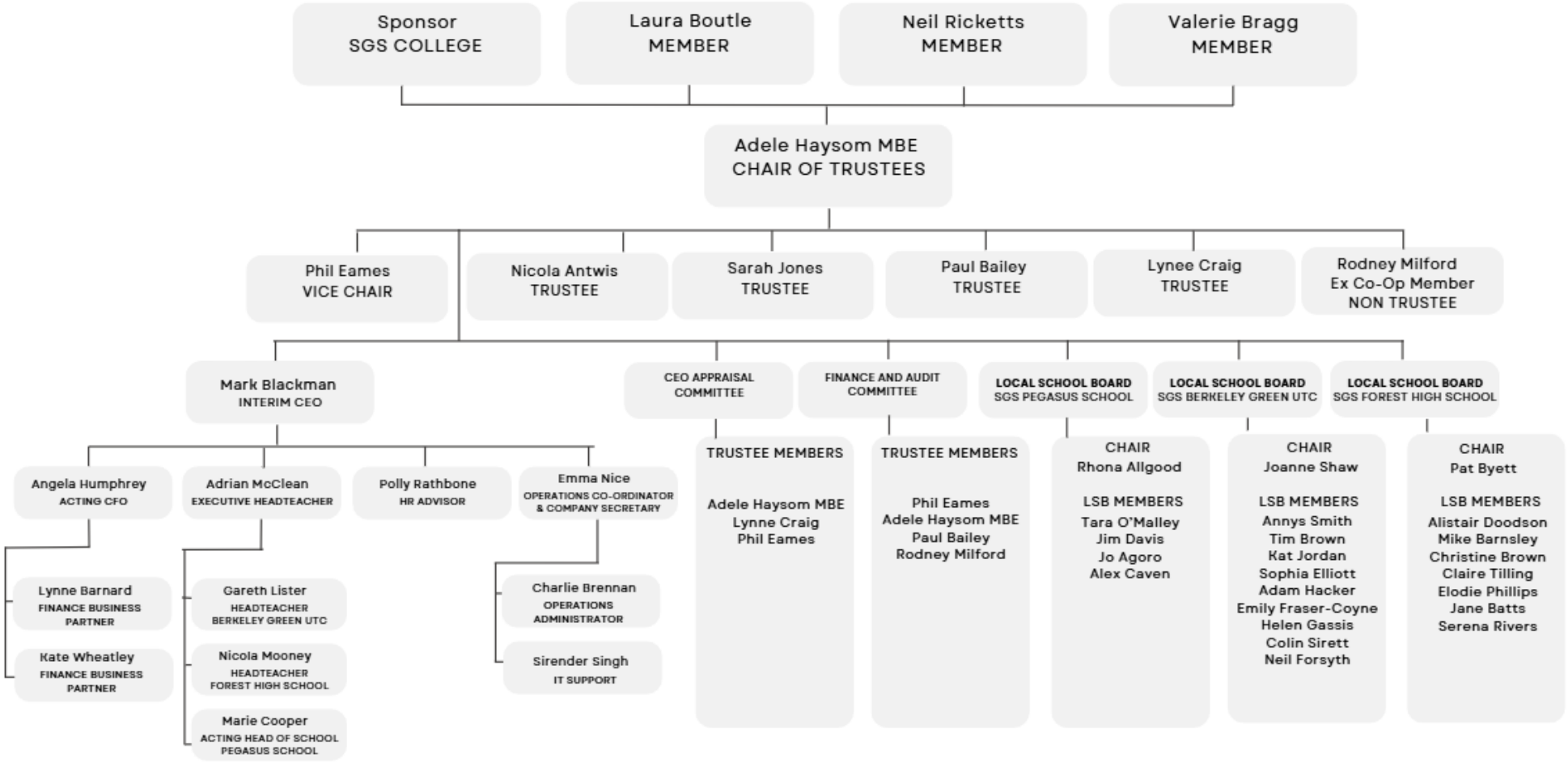
This Scheme of Delegation explains the Governance structure of SGS Academy Trust. This includes the ways in which SGSAT Trustees fulfil their responsibilities for the leadership and governance of the Trust, the respective roles and responsibilities of the Trustees and the Local School Board (LSB). It is intended to promote a culture of honesty, collaboration, and accountability.

The Scheme of Delegation has been put in place by the SGSAT Board of Trustees from the Effective Date in accordance with the provisions of the SGSAT's Articles of Association (the "Articles") and requirements outlined by the Department of Education (DfE) and Education and Skills Funding Authority (ESFA) and it should be read in conjunction with those Articles.
The Scheme of Delegation will be reviewed on an annual basis by the SGSAT Board of Trustees, or more frequently if required.

SGS ACADEMY TRUST

ORGANISATIONAL STRUCTURE

1ST OCTOBER 2026



Mechanisms of Governance

Master Funding agreements between the Secretary of State and the Members. Articles of Association between the Secretary of State and the Trust setting out the Funding Agreement. Supplement Funding Agreements between the Secretary of State and the Trust of each Academy. Scheme of Delegation setting out reporting and operating structures. Terms of Reference for setting out roles and responsibilities of the Committee. These documents can all be found on the Trust website.

Roles and Responsibilities

Role	Responsibilities and duties	Accountable to
Members	High level monitoring of the overall effectives of the Trust & Board. Appointment and removal of majority of Trustees.	Department for Education (DfE) and Education Skills Funding Agency (ESFA)
Trustees	Trustees are both Directors under Company Law and Trustees under Charity Law and have overall responsibility and ultimate decision-making authority for all the work of SGS Academy Trust. Trustees have three main functions: • to provide strategic leadership of the Trust • to provide accountability and assurances of the operations and performance of the Trust • to ensure engagement with stakeholders. The Board of Trustees are responsible for ensuring there is robust governance in the Trust and assurance that the Trust is compliant with regulatory, contractual, and statutory requirements.	Members ESFA Ofsted Stakeholders
Committees	The Board establishes committees either with delegated authority to make decisions or for the purpose of informing the overall work of the Trust Board. Each committee has a Terms of Reference which sets out its specific functions and membership. Board Committees are not legally accountable for statutory functions – the Trust Board retains overall accountability, and the CEO also holds responsibility. The Pay and Remuneration Committee shall comprise of the Chairs of the Trust Board Committees.	Members Trust Board Stakeholders

Local School Boards	The Local School Board (LSB) is a Committee of the Board of Trustees, is responsible to and held to account by the Board of Trustees. LSBs' functions include: • to ensure Trust vision, ethos and strategic direction is applied locally. • to hold school leadership to account for the educational performance, quality of care and provision of the school. • to oversee and monitor the effectiveness of local strategies and implementation of the School Improvement plan. • to ensure consideration is given to stakeholder voices in strategic decisions and policy setting.	Trust Board Ofsted Stakeholders
CEO	The CEO is the Accounting Officer and responsible for all areas that are encompassed in this role. The CEO will delegate executive management functions to the Trust Executive and Trust Leadership Team and is accountable to the Trust board for the performance of the Trust. The CEO has ultimate executive responsibility for delivering educational provision and is responsible for delivery of the Trust's strategic plan.	Trust Board DfE ESFA Stakeholders
Trust Executive Team	The Executive is made up of the CEO, Chief Operating Officer (COO), Chief Finance Officer (CFO), Director of Strategic Finance and Executive Headteacher. Together they are responsible for delivering the strategic and statutory educational and operational functions for the Trust as set out by the Trustees and CEO.	Trust Board CEO
Trust Leadership Team (TLT)	The Trust Leadership Team is the Trust Executive team plus Headteachers of the schools. They are responsible for delivering improvement within and across the schools as set out by the Trustees and CEO.	Trust Board CEO

Headteachers and Head of School	Provide professional leadership for the individual schools and are responsible for the education performance, quality of care and provision for all its pupils. They manage the day to day running of the school in line with the Trust's strategy, priorities, and values.	CEO Executive Head Teacher

Delegation Matrix

Accountable	Answerable for the task being delivered. Can delegate the task to those responsible.
Responsible	Responsible for delivery and does the work to achieve the task.
Consulted	Needs to be involved with the decision making. Important stakeholders who have specialist knowledge.

1. Board Business	Members	Full Trust Board	CEO	Trust Board Committees	Trust Leadership Team
Appoint/Remove Members	Accountable				
Appoint/Remove Trustees	Accountable	Responsible			
Elect chair (and vice chair) of Trustees		Accountable			
Appoint and remove Board committee chairs including LSBs		Accountable			
Determine powers of chair in urgent situations		Accountable			
Establish and review Trust governance structure		Accountable	Consulted		
Agree named Safeguarding Trustee		Accountable			
Agree named SEND Trustee		Accountable			
Agree named careers Trustee		Accountable			
Appoint and remove LSB committee members		Accountable	Consulted		
Appoint Trust governance professional		Accountable	Responsible		
Agree LSB clerking arrangements		Accountable			

Articles of Association: review		Accountable			
Articles of Association: ratify changes	Accountable				
Agree committee terms of reference		Accountable	Consulted	Consulted	Consulted
Complete annual review of scheme of delegation		Accountable	Responsible	Consulted	Consulted
Commission external review of Trust Board effectiveness every three years	Consulted	Accountable	Consulted		
Complete annual Trust Board self-review		Accountable		Consulted	
Complete annual review of Board committees and LSB's		Accountable	Responsible	Consulted	Consulted
Publish governance arrangements on Trust and school websites		Accountable	Responsible		
Ensure Trust website is compliant and effective		Accountable	Responsible		
Ensure school websites are compliant and effective		Accountable	Responsible		Responsible
Submit annual report on the performance of the Trust to members and publish		Accountable	Responsible		

2. Vision and Strategy	**Members**	**Full Trust Board**	**CEO**	**Trust Board Committees**	**Trust Leadership Team**
Determine Trust's vision, strategy, and key priorities		Accountable	Responsible	Consulted	Consulted
Ensure engagement with stakeholders regarding vision, values, and strategic priorities		Accountable	Responsible	Responsible	Responsible
Apply Trust vision and strategy to individual schools		Accountable	Responsible	Consulted	Responsible
Agree Trust growth plans		Accountable	Responsible		

Determine Trust-wide policies		Accountable	Responsible		
Determine school level policies		Accountable	Responsible	Consulted	Responsible
Establish risk register and conduct regular review		Accountable	Responsible		Consulted
Determine a programme of internal audit in line with the risk register and monitor its delivery		Accountable	Responsible		

3. Finance and operations	**Members**	**Full Trust Board**	**CEO**	**Trust Board Committees**	**Trust Leadership Team**
Appoint and remove external auditors		Accountable	Consulted	Responsible	
Appoint and performance manage Chief Financial Officer		Accountable	Responsible		
Appoint Internal Auditors		Accountable	Responsible	Consulted	
Receiving internal auditors annual report		Accountable	Responsible	Consulted	
Produce Trust's scheme of financial delegation		Accountable	Responsible	Consulted	
Receiving external auditor's report		Accountable	Consulted	Consulted	
Action recommendations made arising from audits		Accountable	Responsible	Consulted	Responsible
Produce annual report and accounts		Accountable	Responsible	Consulted	
Submit DfE required reports and returns		Accountable	Responsible	Consulted	
Agree budget plan to support delivery of trust strategic priorities		Accountable	Responsible	Consulted	
Agree budget plan to support delivery of school's strategic priorities		Accountable	Accountable	Consulted	Responsible
Monitor Trust budget		Accountable	Responsible	Consulted	
Carry out benchmarking and Trust-wide value for money evaluation		Accountable	Responsible	Consulted	Consulted

Agree reporting and monitoring arrangements for Trust and school budgets		Accountable	Responsible	Consulted	Consulted
Monitor school estates to ensure they are safe and well maintained		Accountable	Responsible	Consulted	Responsible
Agree data protection policy (and privacy notice)		Accountable	Responsible	Consulted	Consulted
Agree health and safety policy		Accountable	Responsible	Consulted	Consulted
Agree premises management documents, including *Estate vision, Estate strategy and Asset management plan*		Accountable	Responsible	Consulted	Consulted

4. Workforce	**Members**	**Full Trust Board**	**CEO**	**Trust Board Committees**	**Trust Leadership Team**
Appoint and dismiss CEO/Accounting Officer		Accountable			
Performance manage CEO		Accountable			
Agree CEO remuneration		Accountable			
Conduct Trust Executive team performance management		Consulted	Accountable		
Conduct Headteacher performance management		Accountable	Consulted		
Agree Headteacher remuneration		Accountable	Consulted		
Review and agree school staff appraisal procedure and pay progression		Accountable	Responsible		Consulted
Determine Trust Executive and Leadership team staffing structure		Accountable	Responsible	Consulted	Consulted
Determine school staffing structure			Accountable		Responsible
Headteacher appointments and dismissal		Consulted	Accountable	Consulted	

Ensure Safer Recruitment and other employment related safeguarding practices are followed		Accountable	Responsible		
Determine Trust wide pay policy, terms and conditions of employment		Accountable	Responsible		
Determine disciplinary, grievance and capability policies		Accountable	Responsible		
Undertake panel hearings for disciplinary and capability matters relating to the CEO		Accountable			
Undertake panel hearings for disciplinary, grievance and capability matters relating to the Trust Executive and Trust Leadership team		Accountable			
Undertake panel hearings for disciplinary, grievance and capability matters relating to school staff		Accountable	Consulted	Responsible	Consulted
Approval of exit payments/early retirement/pension discretion (above a certain threshold)		Accountable	Consulted		
Agree whistleblowing policy		Accountable			
Agree and monitor workforce strategy		Accountable	Responsible		

5. Pupils and Learning	**Members**	**Full Trust Board**	**CEO**	**Trust Board Committees**	**Trust Leadership Team**
Agree safeguarding and child protection policy		Accountable	Responsible	Consulted	Consulted
Agree attendance policy		Accountable	Responsible	Consulted	Consulted
Agree school uniform policy		Accountable	Responsible	Consulted	Consulted
Agree policy for pupils with SEND		Accountable	Responsible	Consulted	Consulted

Agree policy for supporting pupils with medical conditions		Accountable	Responsible	Consulted	Consulted
Agree charging and remissions policy		Accountable	Responsible	Consulted	Consulted
Agree behaviour policy		Accountable	Responsible	Consulted	Consulted
Agree careers provider access policy statement		Accountable	Responsible	Consulted	Consulted
Agree relationships education (primary) and relationships and sex education (secondary) policy		Accountable	Responsible	Consulted	Consulted
Agree equality information and objectives (public sector equality duty) statement and monitor delivery		Accountable	Responsible	Consulted	Consulted
Approve Trust-wide curriculum		Accountable	Responsible	Consulted	Consulted
Ensure high standards of teaching and learning		Accountable	Responsible	Consulted	Responsible
Set targets for Trust outcomes		Accountable	Responsible		
Plan and deliver individual school improvement interventions and strategies			Accountable	Consulted	Responsible
Determine & monitor use of pupil premium and sports premium		Accountable	Responsible	Consulted	Consulted
Ensure provision of religious education and collective worship		Accountable	Responsible	Consulted	Consulted
Set the dates of school terms and holidays		Accountable	Responsible	Consulted	Consulted
Set the times of school sessions		Accountable	Consulted	Consulted	Responsible
Review Headteacher decision to suspend/exclude pupils		Accountable		Responsible	
Monitor rates of suspension and exclusion across the Trust		Accountable	Responsible	Consulted	Consulted
Agree admissions policy		Accountable	Responsible	Consulted	Consulted

Implement admissions appeal process		Accountable	Responsible	Consulted	Consulted
Determine complaints procedure		Accountable	Responsible	Consulted	
Implement complaints procedure		Accountable	Responsible	Responsible	Responsible
Review complaints at panel stage		Accountable		Responsible	

6. Community	**Members**	**Full Trust Board**	**CEO**	**Trust Board Committees**	**Trust Leadership Team**
Implement admissions appeal process		Accountable	Responsible	Consulted	Consulted
Determine complaints procedure		Accountable	Responsible	Consulted	