



Coastal Academies Trust

Scheme of Delegation

September 2025 V25

Rationale

The underlying principles for this Scheme of Delegation are;

That all academies are in a partnership of equals irrespective of their length of membership

- Coastal Academies Trust (CAT) is a registered charity.
- CAT has ultimate responsibility to ensure that all statutory obligations are met.
- CAT believes that, within the framework of the Trust Board's (TB) aims and objectives and its scheme of Delegation, the members of each Academy's School Board (SB) are best able to service the needs of their Academy and their local community.

General Information

CAT is a group of schools in the Thanet area that have joined together as a company to provide an excellent education for young people in this area.

We are a partnership of equals, with each member school accepting collective responsibility for the education of all students in the Trust.

- a) Recruit and retain Headteachers that share the Trust's vision.
- b) Chairs of each SB will not automatically be a Trust Director, this will be dependant on the skillset of the Chair and whether there is a suitable vacancy on the Trust Board.
- c) Develop effective talent management and succession planning schemes to nurture effective leaders.

We will provide a system of governance that will enable excellent educational progress for all students.

- a) Maintain a TB with Directors that possesses the necessary range of expertise and experience to deliver our aims.
- b) Develop and maintain the membership of SB's to ensure they possess a range of expertise suitable to hold their schools to account.
- c) Ensure that there is a clear scheme of delegation that differentiates between the roles of the TB & the SB.

We are a mechanism for providing support for each other in order to improve continuously the quality of education provided, through collaboration and the sharing of good practice and ideas.

- a) Maintain an executive team currently Chief Executive Officer (CEO), Chief Operations Manager (COM), Chief Finance Officer (CFO) and School Improvement Lead (SIL) with the capacity to provide support to Head Teachers and to oversee the implementation of the TB's priorities.
- b) Maintain a Head Teachers' working group that identifies priorities for improvement and required actions and shares capacity in order to deliver improvement, including sharing practice, challenge and peer monitoring.
- c) Maintain a Data and other working groups that identify strengths and weaknesses in practice, learns from each other and external sources about best practice and uses peer monitoring to challenge each other to improve performance.

We will maintain a collaborative partnership with the Local Authority and Regional Commissioner for Schools in order to play a constructive part in building a school led, self-sustaining state education system in which no school is allowed to fail and no child receives an education that is less than good.

- a) Seek to play a leadership role within Kent Association of Heads and Kent and Medway teaching Schools Association.
- b) Seek to play a leadership role in the Thanet Heads Forum.
- c) Provide advice and support to other schools wishing to form closer associations with each other, including as multi academy trusts.

We will maintain the individual character of each school whilst reporting as a single company and taking full advantage of opportunities provided by economies of scale.

Operate by a Scheme of Delegation that allows SB's to decide on the ethos and culture of their school, whilst complying with the stated vision and aims of the CAT.

We will ensure, in partnership with the Education Funding & Skills Agency, that CAT manages its resources in such a way as to provide the best education possible in each school and to achieve each of the aims above.

- a) Comply with the Academy Trust Handbook in order to ensure value for money with public resources.
- b) Have effective short, medium and long term financial and educational plans.
- c) Organise in order to share resources in order to meet agreed priorities and reduce costs through collective bargaining.
- d) Ensure that all risks are identified and plans in place (where possible) to mitigate these risks.
- e) Recruit the best possible staff to deliver our aims and recruit sufficient students to ensure that our financial base is secure.

Each school is ultimately governed by the TB. The TB will have regard to any guidance as to the governance of schools that the Secretary of State may publish. CAT will establish a SB for each member school, which will oversee the running of the school on behalf of the CAT. This document sets out the responsibilities of each SB and of the TB.

Communication between the Trust Board and School

The TB meets regularly and as often as necessary. The CEO attends SB meetings. Every SB meeting will have a CAT agenda item. The Head Teacher of each member school will also be expected to attend 3 x TB meetings (September, January and July). In this way, each member school will be represented at Trust level.

Composition of the Coastal Academies Trust Board

Members: Mr Robin Curtis

Mr Paul Luxmoore

Mr Neil Smith

Ms Traysi Higgin

Directors:

Mr Dave Roberts CBE (Chair)

Mr Glenn Berry (Vice Chair and Chair of CAT Finance Committee)

Mrs Sarah Snaydon (Chair of Royal Harbour Academy and Newington Community Primary)

Mr Alan Brookes (Chair of Academic Standards Committee)

Mr Robin Curtis

Mrs Karen Sharp

Ms Kate Greig (CEO)

Mrs Marianne Hooper (Chair of Cliftonville Primary & Pre-School)

Mr Mark Emery

Mrs Vicky Crawley (Chair of Dane Court and King Ethelbert School)

Mrs Vicky Pottinger (Chair of Hartsdown)

Chief Operations Manager: Mrs Heidi Russell

Chief Finance Officer: Mrs Judy Brace
School Improvement Lead: Ms Lauren Pasola
Clerk to the TB: Mrs Laura Pease

Headteachers: Ms Kate Greig, (CEO)
Mr Tom Sellen, King Ethelbert School
Mr Martin Jones, Dane Court Grammar School
Mr Simon Pullen, Royal Harbour Academy
Mr Ian Wallace, Hartsdown Academy
Ms Claire Whichcord, Cliftonville Primary & Pre-School
Mrs Hannah Tudor, Newington Community Primary School

CAT TB structure:

Members

The TB currently contains 4 Members. Members may appoint another Member by a majority of 75%, but there will be no more than five Members at any one time.

Members have the right to appoint up to eight Directors, without reference to the other Directors. Although it is understood that this power should not have to be used, its intention is that the Members should have the ultimate power to exert their will in carrying out the aims of the CAT.

Members will meet at least once a year to receive the Directors report and decide that the CAT can continue in its current form.

Directors

Directors may appoint one member of staff as a Director (usually the CEO) and may co-opt up to three other Directors in order to improve the range of skills on the TB. Chairs of the SBs who are also Directors of CAT will not be representing their individual schools at trust level and will be taking collective responsibility as a TB for all schools in CAT. Directors will be responsible for:

- **Strategic leadership** that sets and champions vision, ethos and strategy.
- **Accountability** that drives up educational standards and financial performance.
 - Ensuring that SBs are effective in delivering on the roles delegated to them
 - Ensuring that an effective Business Plan is constructed and maintained that will ensure that the TB's priorities are implemented
 - Oversight of standards and outcomes for students
 - Agreeing and monitoring budgets, through the CAT Finance Committee
- **People** with the right skills, experience, qualities and capacity.
 - Procuring development, improvement and consistency through the sharing of good practice
- **Structures** that reinforce clearly defined roles and responsibilities.
 - Ensuring that a mechanism exists to monitor performance across CAT
 - Providing appropriate challenge to ensure that SB and Head Teacher judgements are accurate
 - Setting appropriate targets and holding the EH, CFO and COM to account
 - One Director (tbc) will take overall responsibility for safeguarding
- **Compliance** with statutory and contractual requirements.
 - Ensuring that CAT maintains constructive relationships with the community, including other schools, the Local Authority (LA), DfE, media, business, industry and other stakeholder bodies
- **Evaluation** to monitor and improve the quality and impact of trust governance.

The Chair

An election will be held each year in order to choose a Chair of the TB, usually during the first meeting of the academic year. The Chair of the TB will be elected by a simple majority of Directors and together with the CEO, will represent CAT to the wider community and stakeholders.

Meetings

The TB will have a number of calendared meetings (a minimum of 6), and will call extraordinary meetings as appropriate. Directors may request agenda items at the Chair's discretion. The TB will also receive reports from committees, as required by the Chair of the TB.

Central Functions

CAT takes a percentage top slice approved annually by the trust board to deliver trust wide priorities and to cover the costs of the central team. This percentage top slice is anticipated to cover trust wide resources and priorities, however, the pooling of some funding may be necessary and, when this applies, member schools will contribute as proposed in advance by the Heads group, CAT Finance and agreed by the TB. Any such collective funding cannot be vetoed by a SB. CAT will also constantly seek to take advantage of economies of scale, by pooling functions to cut costs, as proposed by the Heads group, CAT Finance Committee and agreed by the TB.

All other costs will be traded. Bespoke support by one school for another will be costed and agreed by the schools involved. Where staff work across more than one CAT school, costs will be agreed by the schools involved. Costs associated with services provided (or required) by the TB will be paid for by the receiving school. CAT is a single company. Although each school's income is entirely delegated, it remains a part of the single company. Although the TB will always seek to ensure that income delegated to a school is only used for the benefit of students in that school, in extreme circumstances, as defined by the TB, delegated funds may be diverted for the use of another member school. In such unusual circumstances, any funds diverted will be expected to be repaid by the receiving school.

Reserved and Delegated Authority

Subject	Reserved to the Trust Board (TB)	Delegated to School Boards (SB)
Governance	Overall control of all CAT schools. Responsible for monitoring the efficiency and effectiveness of SBs in carrying out the responsibilities delegated to them.	Responsible for structuring the SB to perform its delegated responsibilities, including terms of reference for the delegation of responsibilities to sub committees/lead governors.

	<p>Agree CAT Scheme of Delegation. Agree terms of reference for CAT committees. Agree and monitor CAT-wide policies. Legal accountability for employment of all staff across CAT. Approve and monitor all Directors for ability and competence. Agreeing Job descriptions for the Chair of the TB and CEO (To be appended to this Scheme of Delegation). Review, approval and monitoring of governance arrangements including:</p> <ul style="list-style-type: none"> ● Levels of delegated authority including limits of financial authority; ● TB review & development; ● Director Code of Conduct & Conflict of Interest Policy. 	<p>Monitoring school performance with accountability to the TB. Monitoring visits to be agreed at the beginning of the academic year by the Chair, Head and SB, taking into consideration the SIL's trust review schedule. Chair or Head to add monitoring visits to the central SIL review schedule document. Agree and monitor local school policies Promote and market the school within the local community Monitor the school website to ensure compliance</p>
Strategy and Planning	<p>Overall strategic direction of CAT. Approval and monitoring of a CAT Business Plan. Through the CEO monitoring SBs to ensure effective implementation of their school improvement plans.</p>	<p>Agreeing and monitoring the school improvement plan, taking into account CAT Strategy Plan and monitoring its implementation and impact.</p>
Curriculum and Standards	<p>Overall responsibility for standards in all CAT schools. Monitoring the effectiveness of SBs.</p>	<p>Responsible to TB for standards in individual schools and for having an appropriate Terms of Reference for subcommittees/Lead governor to monitor standards effectively and to ensure that the school has an appropriate curriculum. Propose school policies, including curriculum, sex education, religious education and collective worship, public examinations, admission procedures, safeguarding and promotion of students' health and welfare, health and safety, student records, reporting, school terms dates, and any</p>

		other requirements set out in the CAT Articles or by legislation.
Government Education Policy	Monitoring the implementation of government policy. Ensuring all schools are compliant with statute and taking account of DfES guidelines	Implementing government education policy
Management of Trust performance	Approval and monitoring of CAT's performance through a CAT strategic plan	Monitoring School Plan to ensure relevance with the overall CAT strategic plan
Finance	<p>TB has ultimate control of all income and expenditure across the member schools, using the CFO to monitor schools' financial performance and financial systems. Agrees CAT budget, which includes all school budgets.</p> <p>Monitors the implementation of the Academy Trust Handbook.</p> <p>Approves and monitors CAT policy on investment, reserves, insurance, central services and pooling.</p> <p>CAT Finance Committee monitors expenditure across all schools against budgets, ensures all Trust returns are submitted on time & recommends budgets to the TB.</p> <p>Approves Annual Report & Accounts.</p>	
Estates / H&S	<p>Responsible for ensuring compliance with all statutory duties following the DfE's "H&S responsibilities for schools" as well as "HSE guidance for education."</p> <p>CAT Finance Committee receive regular reports from the Trust Estates Officer and are responsible for alerting the TB to areas of risk or non-compliance.</p>	

Internal control and risk management	Responsible for ensuring that internal controls are effective for regularly reviewing and reporting on risks.	Responsible for the effectiveness of school systems to manage risk and for alerting TB to issues likely to become a CAT-wide risk through the Chair of Governors and Headteacher.
Audit	Appoint CAT auditors, receive reports and approve decisions re actions arising.	
Asset management	Overall responsibility for all CAT assets, including buildings, as set out in the Funding Agreement. Approval of the sale or disposal of any capital asset >£50k. Approval of any proposed capital programme of >£50k.	
Information Systems	Approval of Information Systems.	Monitor the effectiveness of existing information systems.
Staff	Approval of all CAT-wide employment policies, including pay, grievances, redundancy, ill health, discipline and recruitment. Approval of staff cost of living pay rise. Approving performance pay awards (or otherwise) of CEO	Responsible for monitoring staff and managing employment issues prior to the appeal stage, as outlined in each policy relevant to employment. Monitor staff wellbeing through staff surveys
Safeguarding	Overall responsibility for safeguarding, compliance, monitoring effectiveness of safeguarding procedures in schools.	Responsible for implementing statutory regulations on safeguarding in schools
Admissions	As Admissions Authority, approve and monitor CAT Admissions policies.	Recommend school admissions code / policy to the TB.
Contracts	Review, and where appropriate approve recommendations of CFO re which contracts should be centralised / CAT contracts.	
Advisers	Appointment of the CAT's main legal advisers, investment advisers, & approving the terms of their appointment.	

Operational Working Groups

- Data
- Headteachers
- Safeguarding/DSL's
- Business Manager
- H&S Estates/Site Teams
- Student Attendance

These groups will share practice and expertise on key operational areas across CAT. In addition, they will provide an opportunity for peer to peer support and challenge. Each group will consist of the lead personnel responsible for that particular area in each of the CAT-schools. They will meet as and when necessary throughout the academic year and will be responsible for setting their own agenda and delivering on actions identified by the group. **Feedback to the Trust Board as appropriate.**

CAT Committees

1. Finance & Audit Committee (including Risk, Estates Management and H&S)
2. Academic Standards Committee
3. Appeals Committee
4. School Boards

1. Finance Committee (FC)

The FC will meet three times a year and at any other time considered necessary.

The FC will consist of the Accounting Officer, Chair of CAT and a Director as Chair of the FC along with two other Directors. The Accounting Officer may not participate as a member when audit matters are discussed but may remain in attendance to provide information and participate in discussions. The CFO is to work with and support the Chair of the FC to provide information, an agenda, organise meetings etc.

The FC will be quorate if three members are present.

The CFO, in consultation with the FC Chair, will agree the agenda for each meeting. The clerk will normally issue the agenda at least 7 days in advance of each meeting.

The Chair of CAT Finance, the CEO & CFO will meet 3 times a year with the HT and BM. These meetings will discuss the latest management reports, latest audit recommendations, benchmarking and year end position compared to budget. There will also be a discussion in relation to Estates Management and H&S in each school. The Headteacher will feedback the headlines at their next SB meeting for information only.

Powers of the Finance Committee:

The FC is an advisory body with no executive powers. However, in order to exercise its role, the FC is authorised by the TB to:

- Investigate any activity within its delegated function.
- Seek any information it requires direct from the Directors, school employees and any relevant third parties.
- Obtain external professional advice, normally in consultation with the Chair of the TB. It may not incur expense without the prior approval of the TB.

Attendance: as a matter of course – Head Teachers, CFO & CEO

and when invited to provide advice and information:

- External auditors

Duties:

Financial Function

- Advise the TB on issues of strategic financial planning and best financial practice
- Approve the annual budget plans
- Keep a check on the CAT's expenditure by monitoring of schools' monthly outturns, ensuring corrective action is taken where necessary
- Evaluate and benchmark spending to ensure that schools' expenditure provides value for money in terms of raising standards of education

- Promote co-ordination between schools for joint purchasing, harmonisation of financial procedures and the planning and optimisation of the use of CAT's collective financial resources
- Encourage the adoption of best practice in financial management across CAT and its financial management staff and SBs Finance Committees.

Audit Function

- Advise the TB and Accounting Officer on the adequacy and effectiveness of the CAT's governance, risk management, internal control and value for money systems and frameworks. An annual report will be produced by the FC in this regard.
- Monitor and review the effectiveness of the company's internal audit function.
- Ensure that CAT operates within all financial regulations.
- Monitor the integrity of the external auditor, review the auditor's annual planning document and approve the planned audit approach.
- Receive reports (annual reports, management letters etc.) from the external auditor and other bodies, for example the EFSA and NAO and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the TB or other committee for information and action.
 - Receive reports from the Trust Estates Officer in all areas of compliance for H&S and Estates Management.
- Monitor, within an agreed timescale, the implementation of agreed audit recommendations from whatever source.
- Review arrangements by which staff of the schools may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters.
- Ensure that all allegations of fraud and procedural irregularities are properly followed up.
- Receive the draft Directors' Report and financial statements each year and, once agreed, submit this to the TB for formal agreement.
- Recommend to the TB the appointment of external auditors for the year following the last agreed financial report and statement.

2. Academic Standards Committee

The Academic Standards Committee (ASC) will meet six times a year and at any other time considered necessary

The ASC will consist of:

Nominated Trustee (Chair of the ASC)

CEO

CAT data lead

Headteacher

Data/raising achievement lead of each school

The CAT data lead, in consultation with the CEO and Chair, will agree the agenda for each meeting. This will normally consist of:

KS2 data

Year 11 data update

Year 13 data update

Strategies, plans and interventions

Impact of strategies, plans and interventions

Cross CAT support for targeted and agreed subjects

In the summer term the focus will be on year 5, year 10 and year 12

The ASC function is to hold schools to account for data, analysis, predictions, interventions, impact and final outcomes. The group will also monitor destinations, post 16 and post 18

The CEO will produce a CAT action plan for targeted subjects, to be shared and reviewed at CAT Board meetings

The Chair of ASC will report back at each Board meeting

3. Appeals Committee

The Appeals Committee, consisting of 3 Directors of the TB, will meet as required to consider appeals made by employees against the process followed by SB Staff Discipline or Redundancy Committees. This Appeals Committee will act as the final appeal for all CAT employment issues and other complaints that have not been resolved at SB level

4. School Boards

See the Reserved and Delegated Authority grid (Pg 7) and Composition of SB grid (Pg.16)

SB will structure themselves as they see fit to carry out their delegated responsibilities effectively, deciding on the timing and regularity of their meetings. The recommendation is four meetings a year maximum. They will set agendas to include and keep minutes to ensure an appropriate record is kept of their effective function. The Chair of the SB along with the clerk will set the agenda of each meeting this will normally consist of the following standing items:

School monitoring visits/feedback

School plan review

Local policy review

Safeguarding

CAT news/updates

Marketing/publicity/community

In addition to the four standing committees above, monitoring / working groups may be set up to deal with particular issues that the TB sees fit to scrutinise more closely. The membership of these committees will be decided by the TB.

In certain circumstances where the TB has concerns about the capacity of a SB to operate effectively the TB can appoint governors directly onto the SB. The purpose of these governors is to provide additional expertise and high-quality governance to support improvement in the school, including the promotion of high standards of educational achievement and financial stability.

Matrix Management

There are many situations within the management of the CAT where a simple line management structure is not optimum. A matrix organisational structure in which the reporting relationships are set up as a grid, or matrix, rather than in the line management traditional hierarchy would provide benefits. In this matrix structure, individuals have dual reporting relationships - generally to both a functional manager and a structural manager.

Within the CAT we therefore have instituted matrix management reporting lines in the following areas.

1. Head Teachers will have reporting lines to both the SB and the CEO;
2. The School Business Managers will have reporting lines to both the Head Teacher and to the CFO.

Composition of SBs

Type of Member	Number	Term of Office	How they are appointed
Head Teacher	1	Indefinite	Appointed by the TB and SB
Trust	Up to 8 (per school)	4 years	By TB resolution. The TB will consider any representations made by the SB when considering the appointment of Trust SB members. Trust SB members can be dismissed by the TB.
Teaching staff	1 (per school)	4 years	Teacher election – secret ballot of teachers to be organised by the relevant school.
Support staff	1 (per school)	4 years	Support staff election – secret ballot of support staff to be organised by the relevant school.
Parent	2-4 (per school)	4 years	Parent election – secret ballot of parents to be organised by the relevant school

NB – where the TB has appointed governors onto a SB the composition may vary from the above and will be determined by the particular circumstances of that school

Staff Appointments	
All appointment panels must contain at least one member who has undertaken Safer Recruitment Training	
CEO	TB nominated by the Chair of TB (minimum of 3 Directors) with external professional advice, as required
Chief Operations Manager and Chief Finance Officer	Director, nominated by the Chair of TB, CEO
Headteacher	SB panel, CEO, at least one TB Director, nominated by the Chair of TB, Chief Operations Manager. Decision to be ratified by the Trust Board.
Head of School, Deputy Heads, Assistant Heads	SB, Head Teacher, CEO (if required by the TB, where concerns about a school's performance merit closer intervention)
Curriculum / pastoral leaders	Head Teacher with senior leaders, SB if required by Chair of SB
All other staff	Head Teacher, or others, as delegated by the Head Teacher

For all professional hearings involving disciplinary, capability, grievance, ill health capability, redundancy, pay, whistleblowing, some other substantial reason:			
Post	Investigation and recommendation (or decision) by	Decisions by Delegated Authority	Appeal
CEO	1 TB Director	Trust Board - 3 Directors, supported by appropriate Human Resources	3 TB Directors, including Chair of TB, supported by appropriate professional adviser
Head Teacher/Head of School	1 TB Director	SB and CEO supported by COM	3 TB Directors, including Chair of TB, supported by appropriate professional adviser
COM and CFO	1 TB Director	TB Director and CEO, supported by appropriate professional adviser	3 TB Directors, including Chair of TB, supported by appropriate adviser
Deputy Heads, Assistant Heads and all other staff	As delegated by Headteacher	SB panel and Headteacher, supported by COM	3 TB Directors, supported by appropriate professional adviser
If a SB is unable to provide an adequate number of panel members, members of another SB can be co-opted for this purpose			

OTHER HUMAN RESOURCE FUNCTIONS	
Function	Delegated Authority
Settlement agreements up to and including £30,000	Head Teacher, supported by COM and with advice if required from CEO
Settlement agreements over £30,000	CEO, Headteacher, supported by COM and advice from CFO
Settlement agreements where the non-statutory/non-contractual part of the payment is in excess of £50,000	EFSA/HM Treasury approval required

Function	Delegated Authority
Performance Management	
CEO	Chair of TB (or nominated Director) plus at least one other TB member
Chief Operations Manager Chief Finance Officer School Improvement Lead	CEO
Headteacher	Chair of SB (or nominated member of SB), Chair of TB (or nominated Director) and CEO
Head of School, Deputy Headteachers and Assistant Headteachers	Headteacher
All other posts	Headteacher or delegated by the Headteacher

Student Discipline			
	Board	SB	Heads
Permanent exclusion	Monitor SBs	Review decision by Headteacher	Arrange investigation and decide on sanction
Fixed term exclusion	Monitor SBs	Review decision by Headteacher if there is an appeal	Arrange investigation and decide on sanction
All other sanctions		Ensure discipline policies are up to date	Investigation and decide on sanction