



CCT Learning Scheme of Delegation Reviewed: September 2026 Next Review: September 2027

CCT Learning Scheme of Delegation Introduction

CCT Learning (referred to herein as the “Academy”) was incorporated on the 23rd February 2012. The Academy operates Abbey View School Alternative Provision Free School.

The academy is both a company limited by guarantee and an exempt charity, regulated by the Secretary of State for education, who acts as principal regulator.

The academy’s constitution and its charitable object is set out in its Memorandum and Articles of Association (“Articles”).

The Board of Directors (Trustees) are accountable in law for all major decisions about the academy. However, this does not mean that the Board is required to carry out all the academy’s governance functions, and many are delegated, including for example, to the Principal, the CEO, the Board’s Audit and Risk Committee or any other Committee that may be established. It is vital that the decision to delegate a function is made by the full Board of Directors and is recorded. Without such delegation, the individual or committee has no power to act.

The academy’s strategic and operating model should not be considered as fixed. It must be capable of adaptation and be able to respond to internal and environmental conditions. The functions the Board has delegated is based on these factors and the way in which school leadership is structured.

The scheme of delegation is the key document which defines the lines of responsibility and accountability within the academy. The scheme of delegation aims to be simple yet provides a means of ensuring that the Members, Directors, Board Committees and school leadership team are all clear about their respective roles and responsibilities.

The three core functions of governance

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account
- Overseeing financial performance

The status of a scheme of delegation

The Board has the power to appoint and remove committees at any time. The scheme of delegation must be fit for purpose which means it can demonstrate clearly lines of accountability.

Format, structure and clarity

Our model aims to clarify decision making and lines of accountability in a simple, succinct and clear format. Each model includes:

- The structure which demonstrates the layers of governance and lines of accountability.
- A short paragraph of text which describes the structure.
- Detailed narrative on roles and responsibilities

- A grid format, with columns for each layer of governance, which enables stakeholders to quickly determine who is responsible for each strategic decision within the academy. The grid is in four key areas to reflect both the governance framework and the three core functions of the Board.

1. The governance framework:

- a) People
- b) Systems and structures
- c) Reporting

2. Being strategic
3. Holding to account
4. Ensuring financial probity

The model is intended to be working documents that both the Board and executive leaders are able to revise and adapt in response to their context and circumstances.

Review and adapt

The academy will inevitably grow and develop and as such governance and management will need to adapt accordingly. The scheme of delegation should be reviewed at least annually and changes should be made as context changes.

The scheme of delegation will:

- Promote a culture of integrity and accountability.
- Ensure school leadership is clear about which decisions the Board has responsibility for.
- Identify responsibility for the appointment and performance management of the Principal, and school leadership team.
- Ensure the roles of the school leadership team is fully understood.
- Identify responsibility for policy and practice.
- Identify responsibility for the oversight of the academy's budget.
- Identify the responsibility for the assessment of risk in the academy.

Delegation to Committees

Audit and Risk Committee

The remit of the Audit and Risk Committee is to ensure the academy has sufficient resources and that these resources are deployed efficiently and effectively and that all risks are identified and controlled.

- **Governance Structure Academy Members**
- **Board of Directors**
- **Audit and Risk Committee**

Curriculum Committee

The remit of the Curriculum Committee is to monitor and evaluate the quality of education provided by the academy, including the curriculum, teaching and learning, pupil achievement and wider pupil outcomes, and to provide assurance to the Board that pupils are receiving an appropriate and effective education.

- **Governance Structure Academy Members**
- **Board of Directors**
- **Curriculum Committee:**

Governance structure and lines of accountability

- The Board of Directors is responsible for the three core governance functions.
- The Board of Directors appoint the Principal, to whom it delegates responsibility for the delivery of its vision and strategy, and will hold the Principal and / or CEO to account for the conduct and performance of the academy.
- The Principal will line manage the school leadership team
- The Board constitutes a committee for finance (Audit and Risk).

Roles and responsibilities

The role of the Members

The members are the guardians of the constitution of the academy and as such have a different status to the Directors. The articles describe how the members are recruited and replaced. The members appoint Directors to ensure the academy's charitable objects are fulfilled and so must be able to remove Directors if they fail to fulfil their responsibilities. Accordingly the Board submits an annual report on the performance of the academy to the members and appoint the academy's external auditors. Members are also responsible for approving amendments made to the academy's articles.

An employee cannot be a member and the DfE has a strong preference that Directors (Trustees) are not members thus ensuring significant separation between the roles.

The role of the Directors (Trustees)

The academy is an exempt charity and a company limited by guarantee.

The Directors of the academy are both charity trustees and company directors. The academy's articles set out the conditions determining the minimum number of Directors the academy shall have. The Directors will focus on three core functions:

- Ensuring clarity of vision, ethos and strategic direction.
- Holding school leaders, including the Principal, to account for the educational performance of the academy and its pupils, and the performance management of staff.
- Overseeing and ensuring effective financial performance.

The Directors have statutory duties and they must comply with the academy's charitable objects, with company and charity law, and with their contractual obligations under the academy's funding agreement.

The role of Board Committees

The Board may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the academy's Board. The membership and responsibilities of Board Committees are set out in the committee's terms of reference. The Board must appoint Board Committee chairs and committee members according to their skills and experience. The Board has established An Audit and Risk Committee to which the Board has delegated financial scrutiny, oversight and risk management.

The role of the Principal

The Principal oversees the performance management of the school leadership team along with the Accounting Officer / CEO (who is provided under an off-payroll arrangement with Aspire Schools). The CEO is the accounting officer so has the overall responsibility for the operation of the academy's financial responsibilities and must ensure the academy is run with financial effectiveness and stability; avoiding waste and securing value for money.

The Principal leads the school leadership team and will delegate executive management functions to the leadership team.

AREA	DECISION	MEMBERS	TRUST BOARD	ARC	PRINCIPAL	COMMENT
PEOPLE	Members: Appoint / Remove*	✓				* In-line with Articles only
	Directors: Appoint / Remove	✓	✓			
	Lead Directors		✓			
	Governance Professional: Appoint / Remove		✓			
	Maintain Register of Interests		✓			
SYSTEMS & STRUCTURE	Articles of Association: Review / Agree	✓				
	Governance Structure: Establish / Review scheme of delegation		✓			
	Review effectiveness of MIS & Accounting systems			✓	Advise	
	Review outsourced functions			✓	Advise	
REPORTING	Publication of required governance arrangements on academy's website		✓			
	Annual report on performance of the academy, submit to members and publish		✓			
	Annual reports and accounts		✓			
	Submit census reports				✓	
	management accounts			✓		
BEING STRATEGIC	Academy's Purpose / Vision and Strategy. Agree key priorities and KPI's against which to measure progress.		✓		✓	
	Engage with stakeholders	✓	✓		✓	
	Management of risk		✓	✓		
	Strategic financial planning		✓		Advise	
	Succession planning		✓		Advise	
	Organisation structure: Agree		✓		Advise	
HOLDING TO ACCOUNT	Auditing and reporting arrangements for matters of compliance		✓	✓		
	Performance management of CEO		✓			
	Performance management of key staff				✓	
ENSURE	Appoint CFO		✓			
PROBITY	Academy's scheme of delegation: Review / Respond		✓	Advise		
	External auditors report: Receive / Respond	✓	✓			
	Pay award for Principal		✓			
	Staff performance management and pay progression				✓	
	Benchmarking: Value for money			✓	Advise	
	Develop effective procurement strategies			✓	Advise	
	Develop and maintain effective monthly management accounts package			✓	Advise	
	Maintain contact register			✓		
	Purchasing procedures: Ensure compliance with Finance Policy			✓		
	Ensure adequate insurance cover			✓		
	Acquire and secure fixed assets				Advise	
	Related Parties: Arms lengths transactions			✓	Advise	
	Review pricing structure		✓	✓		