

Athena Learning Trust
Scheme of Delegation
2025 - 26



Vision: we provide world-class education so that we all lead great lives
Values: dream big, be kind, take responsibility
Motto: always learning together

As an exempt charity and company limited by guarantee in accordance with the Academies Act 2010, Athena Learning Trust is governed by a Board of Trustees responsible for the overall management of the Trust and the schools within. Trustees must comply with the trust's charitable objects, with company and charity law, and with their contractual obligations under the [funding agreement](#). Trustees' duties are described in sections 170 to 181 of the [Companies Act 2006](#).

This Scheme of Delegation outlines the key decisions required in connection with the overall governance and management of the Trust and its schools. The Scheme of Delegation sets out the delegation by the Trustees under the Trust's Articles of Association. It is designed to set out clearly the respective roles and responsibilities across all layers of governance. This document should be read in conjunction with the Trust's [Articles of Association](#) and the Terms of Reference for each committee, including local governing bodies.

This Scheme of Delegation is reviewed on an annual basis by Trustees, or more often if required. If any material changes are proposed to this document, Trustees will have regard to any representations made by Local Governing Bodies and their members. This Scheme of Delegation may only be altered or revoked by the Board of Trustees.

Scheme of Delegation approved: July 2025
Amendment made February 2026
Scheme of Delegation due for formal review: July 2026

Version: 3.0

Led by / decision maker

Supported by

M = Members	T = Trustees	CEO = Chief executive officer	CFOO = Chief finance and operations officer	DoE = Director of Education	LGB = Local Governing Body	PoS = Principal of school	HoG = Head of governance	HoF = Head of finance	DoP = Director of People	TWPG - trust-wide panel governor
------------------------	---------------------	--	--	--	---	--	---	----------------------------------	---	---

Governance function	M	T	CEO	CFOO	DoE	LGB	PoS	HoG	HoF	DoP	TWPG
Appoint / remove members in line with the Articles of Association, ensuring church schools are represented at this level											
Amend trust's articles of association											
Members' role description											
Role descriptions for Trustees/ Chairs/ Specific roles/ Committees											
Appoint/ remove Trustees in line with Articles of Association											
Appoint / remove CEO											
Appoint CFOO for delivery of Trust's detailed accounting processes and oversight of all Trust operations											
Principal (Appoint / Remove) (For church schools, the Diocese must be consulted)											

Governance function	M	T	CEO	CFOO	DoE	LGB	PoS	HoG	HoF	DoP	TWP G
Appoint External Auditors											
External Auditor reports: receive / respond / sign off											
Formal accountability for the statutory functions of the Trust and for the operation and performance of each school within the Trust.											
Ensuring clarity of vision, ethos and strategic direction of the Trust as a whole.											
Approve the Trust Budget and the Annual Report & Financial Statements of the Trust, and the annual budget of each school and the Trust Shared Service.											
Oversight of the financial and educational performance of the schools in the Trust and the Trust Shared Service.											
Holding the Trust's executive leaders to account for the financial and educational performance of the Trust as a whole.											
Agreeing Trust and school policies and procedures as required to ensure that the Trust fulfils its statutory responsibilities and the oversight, monitoring and review of the implementation of those policies.											
Ensure clarity of vision, ethos and strategic direction of the school(s).											
Oversee the financial and educational performance of the school(s) and ensure that money is well spent.											

Governance function	M	T	CEO	CFOO	DoE	LGB	PoS	HoG	HoF	DoP	TWP G
Hold the Principal(s) to account for the educational performance of the school(s) and its pupils.											
Uphold the ethos of the school(s) and the Trust and ensure that the school(s) operate in accordance with the policies and procedures of the school(s) and the Trust.											
The Board of Trustees has delegated responsibility to the Governing Body for decisions on pay and performance of the School Senior Leadership Team, excluding the principal, in accordance with Trust HR policies and procedures.											
The board of trustees has delegated responsibility to the Performance and Pay Committee for the critical review of any proposals and decisions from the CEO regarding pay of the CFOO, Director of Education and principals (tier two and three executive roles)											
The board of trustees has delegated responsibility to the CEO to make final decisions on tier two and three pay for executive roles											
Decisions on pay and performance of the CEO											
Responsibility to provide assurance around risk register											
Agree annually a programme of assurance testing to be carried out by the Trust's external auditors.											
Agree annually a programme of internal audit.											

Governance function	M	T	CEO	CFOO	DoE	LGB	PoS	HoG	HoF	DoP	TWP G
Report to and make recommendations to the Board regarding audit and risk.			Orange	Green	Orange			Orange	Orange	Orange	Orange
Monitor and review the development and performance of the Trust's workforce.		Orange	Green	Orange	Orange					Orange	Orange
Monitor and review the implementation and effectiveness of the Trust's Human Resources strategies, policies and procedures.		Green	Orange	Orange						Orange	Orange
Report to and make recommendations to the Board of Trustees on the above.				Green						Orange	Orange
Monitor and review the budgets and budgetary performance of Trust schools, the Trust Shared Service and the Trust as a whole.		Orange	Orange	Green					Orange		
Monitor and review the finance and operations functions of the Trust and its schools, including its estates, information systems, etc.		Orange	Orange	Green					Orange		
Report to and make recommendations to the Board of Trustees on the above.			Orange	Green							
Monitor and review the educational performance of Trust schools.		Orange	Orange		Green						
Monitor and review the support needs of Trust schools and the additional support that is provided to them.		Orange	Green		Orange	Orange					
Report to and make recommendations to the Board of Trustees on the above.			Orange		Green						
Monitor and review the effectiveness of the Trust's governance arrangements including the Trust's governance policies and procedures and its Scheme of Delegation.		Green	Orange					Orange			

Governance function	M	T	CEO	CFOO	DoE	LGB	PoS	HoG	HoF	DoP	TWP G
Monitor and review the performance of the Trust’s Committees including Governing Bodies.		Green	Orange					Orange			
Monitor and review the support, training and development needs and recruitment of Trustees, members and local governors.		Green	Orange			Orange		Orange			
Monitor and review plans for Trust growth, including the process for and outcomes of due diligence on schools that are being considered for joining the Trust and the establishment of new schools.		Green	Orange	Orange							
Oversee on behalf of the Board any Trust schools that are not under the oversight of a Governing Body, on a temporary basis and until they are put under the oversight of a Governing Body.		Green	Orange					Orange			
Report to and make recommendations to the Board of Trustees on the above.		Orange	Green					Orange			
Ensure clarity of vision, ethos and strategic direction of the Trust Shared Service.		Green	Orange	Orange	Orange						
Oversee the financial and educational performance of the Trust Shared Service and ensure its money is well spent.		Green	Orange	Orange	Orange				Orange		
Hold the CEO and the CFOO to account for the performance of the Trust Shared Service, and for the performance management of staff.		Green	Orange	Orange						Orange	Orange
Ensure the Trust Shared Service operates in accordance with the policies and procedures of the Trust Shared Service and Athena Learning Trust.		Green	Orange	Orange							
Responsibility for the admissions committee of schools within the trust						Green	Orange	Orange			

Governance function	M	T	CEO	CFOO	DoE	LGB	PoS	HoG	HoF	DoP	TWP G
To consider appeals against decisions on pay and performance matters relating to staff of the Trust shared service.											
To consider second stage appeals against decisions on pay and performance matters relating to staff of the Trust shared service.											
To consider appeals against decisions on pay and performance matters.											
To consider matters of discipline, grievance, redundancy, redeployment and early retirement.											
To consider matters of discipline, grievance, redundancy, redeployment and early retirement, pay and performance for the CEO.											
To consider second stage matters of discipline, grievance, redundancy, redeployment and early retirement, pay and performance for the CEO (different trustees).											
To carry out the process of recruitment and appointment of members of the Trust Senior Leadership Team and the Leadership Team of the Trust Shared Service.											
To carry out the process of recruitment of the CEO and recommend an appointment to the Board of Trustees.											
Complaints against the trust.											
To consider disciplinary matters including removal of a governor.											
Removal of a trustee											

Governance function	M	T	CEO	CFOO	DoE	LGB	PoS	HoG	HoF	DoP	TWP G
To consider appeals against decisions on pay and performance matters relating to SLT and other staff members excluding the principal.						Green	Orange			Orange	Orange
To consider school based matters of discipline, grievance, redundancy, redeployment and early retirement.						Green	Orange			Orange	Orange
To consider school based matters at the second stage of discipline, grievance, redundancy, redeployment and early retirement excluding the principal.						Green	Orange			Orange	Orange
To carry out the process for recruitment of a member of the school's Senior Leadership Team.						Orange	Green				
To consider the Principal's decision to exclude a pupil.						Green	Orange				Green
To formally appoint trust-wide panel of governors.		Green						Orange			
To consider stage 1 and 2 complaints about the school (not about the principal).							Green				
To consider stage 1 and 2 complaints about the principal					Green					Orange	Orange
To consider stage 3 complaints about the principal					Orange	Green				Orange	Orange
To consider stage 3 complaints about the school (not about the principal)						Green		Orange			
Complaints against the CEO		Green								Orange	Orange