Cornwall Education Learning Trust

CELT Scheme of Delegation

Governance

Cornwall Education Learning Trust
Cornwall Education Learning Trust, Tevi Building, Brannel School, Rectory Road, St Stephen, Cornwall. PL26 7RN

Our Mission

At Cornwall Education Learning Trust (CELT), our mission is clear: to provide every learner with an **exceptional educational experience.** One that enables them to thrive, achieve and succeed in life. We believe in a **100%** mindset, that every learner, in every classroom, in every school, deserves the very best we can offer. For us, 100% means no compromise: no learner left behind, no community overlooked, and no opportunity wasted.

Our strategic goals reflect this ambition. We are committed to empowering and growing our people, building an ambitious all-through entitlement, forging exceptional relationships with our communities, transforming provision through meaningful partnerships, and leading an ethical, effective and innovative organisation. These are not just aspirations; they are promises that shape the way we work and the culture we are building together.



Our Values

Our values are at the heart of everything we do. We believe in the power of **Collaboration**, building strong relationships and working together as one team to achieve our collective goals. We are committed to **Empowerment**, creating a culture where initiative, innovation and trust flourish, and where every individual feels valued, respected and motivated.

As a Trust, we are grounded in promoting **Leadership**, sharing a moral and ethical purpose to improve the lives of others and make a lasting difference for our learners and communities. And we embrace **Transformation**, approaching change positively so that we can all become our best selves and do our best work.

These values guide every decision we make and every action we take. They are the foundation of our Trust and the reason we can offer such exceptional opportunities for our learners and staff.

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1. Overview

1.1 Purpose and Aims

This Scheme of Delegation sets out how authority is exercised across Cornwall Education Learning Trust (CELT). It clarifies the responsibilities reserved to Members and the Trust Board, and those delegated to Board committees, the Chief Executive Officer, executive leadership, academy and service leaders, and Community Champions.

CELT is a single charitable company and academy trust. Its academies and central services operate within one legal, financial and governance framework. The Trust Board remains collectively accountable for CELT as a whole; delegation enables effective decision-making but does not remove this responsibility.

This Scheme is intended to ensure that:

- governance is strategic, evidence-informed and focused on the safety, inclusion, experience, progress and achievement of learners
- Members fulfil their constitutional role without duplicating the work of the Trust Board
- committees provide effective scrutiny, assurance and recommendation, making only those decisions expressly delegated to them
- executive, academy and service leaders have clear authority to lead within CELT's agreed strategy, policies and controls
- Community Champions provide local insight, stakeholder voice and constructive influence
- decisions are lawful, transparent, consistent and taken at the most appropriate level, balancing local responsiveness with Trust-wide equity and accountability

This Scheme should be read alongside CELT's Articles of Association, funding agreements, financial regulations, policies and committee terms of reference. It will be reviewed annually, and following any material change to CELT's structure or regulatory requirements.

1.2 Approval and Review

Version Number:	1.1
Approved By:	Trust Board
Approved On (Date):	24th November 2026
Review Period:	Annually by the end of September 2027

1.3 Version History

Version	Date Issued	Summary of Changes
1	10.09.2026	First Issue – No Changes
1.1	24.11.2026	Amendment to Ref. G8

2. Status and Interpretation

2.1 Status

This Scheme is subject to applicable law, CELT's Articles of Association, Funding Agreement(s), the Academy Trust Handbook and other binding requirements. It must be read alongside Board-approved policies, Financial Regulations and committee terms of reference.
Where there is any inconsistency, the relevant legal, regulatory or contractual requirement prevails. Supporting documents cannot extend authority beyond this Scheme.

2.2 Delegation and accountability

The Trust Board may delegate functions where permitted by law and CELT's Articles but retains collective accountability for CELT.

All delegated authority must be exercised within approved strategy, budget, risk appetite, policies and Financial Regulations.

2.3 Executive sub-delegation

Unless expressly reserved, the Board delegates CELT's day-to-day leadership and management to the Chief Executive Officer.

The Chief Executive Officer may sub-delegate authority in writing to appropriately qualified employees. This must comply with the Articles of Association, Scheme and Financial Regulations and does not remove the Chief Executive Officer's accountability to the Board.

2.4 Residual authority

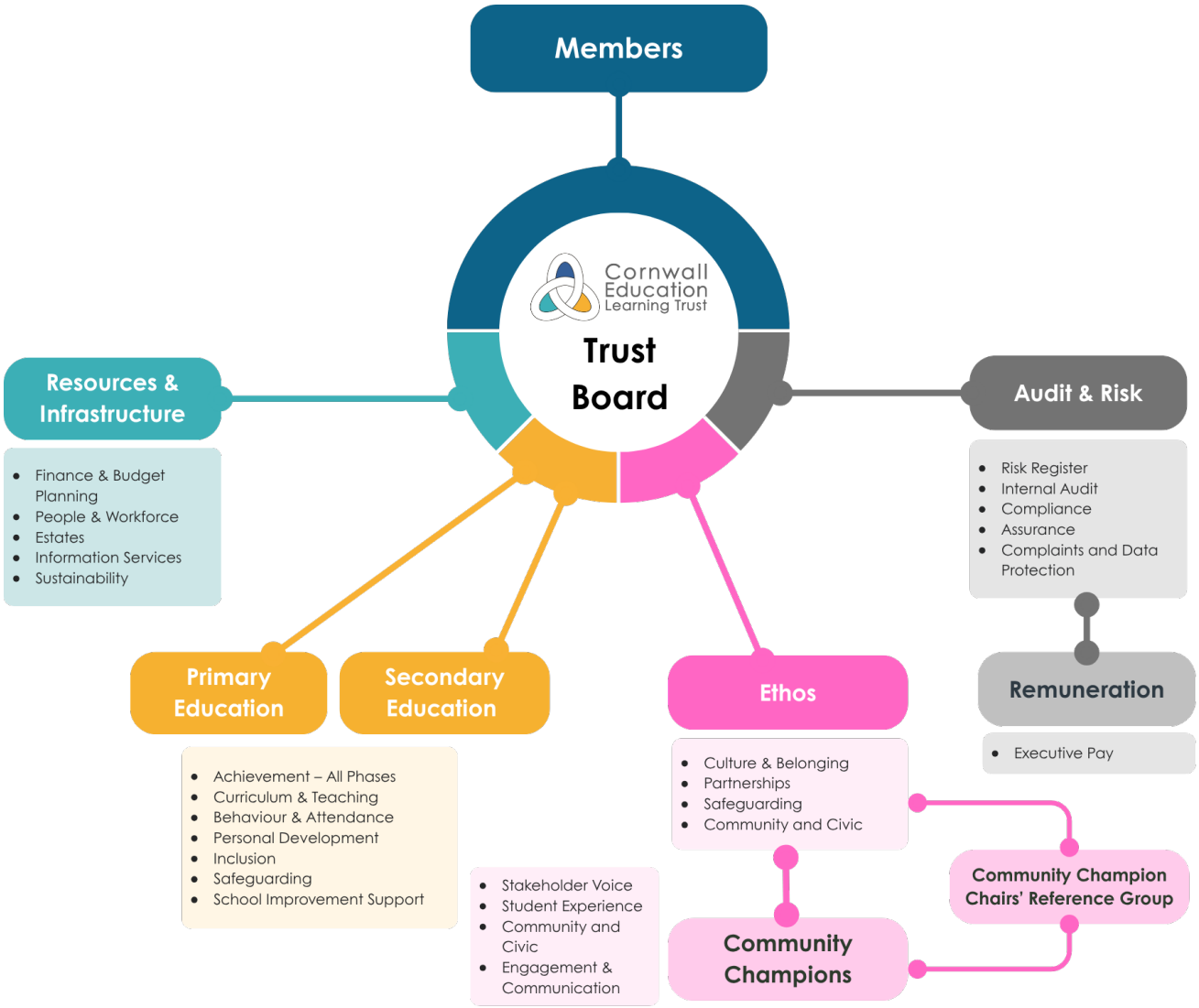
Operational matters not expressly reserved to Members, the Trust Board or a Board committee are delegated to the Chief Executive Officer. Material matters, or those outside approved strategy, budget or risk appetite, must be referred to the Trust Board.

2.5 Conflicts of Interest

All those involved in decision-making must declare and manage actual, potential or perceived conflicts of interest. Anyone with a material conflict must not take part in the discussion or decision, except where CELT's approved procedures permit.

3. Governance Structure

CELT operates a single, Trust-wide governance model. The diagram below shows the relationship between Members, the Trust Board, its committees, executive leadership and Community Champions. It should be read alongside this Scheme and the relevant committee terms of reference.



3.1 Members

Members safeguard CELT's constitutional integrity, charitable purpose and long-term direction. They exercise only the powers given to them by the Articles of Association, company law and other applicable requirements, including the appointment and removal of Trustees, amendment of the Articles and decisions about auditors, merger or dissolution.

Members do not direct the Trust Board's routine governance or CELT's day-to-day management. CELT includes a Diocesan Corporate Member, whose rights of appointment, consent and protection are exercised in accordance with the Articles.

3.2 Trust Board

The Trust Board is CELT's accountable governing body. It provides strategic leadership, holds the Chief Executive Officer to account, assures itself that delegated authority is exercised effectively and safeguards public funds.

The Board:

- sets CELT's vision, values, strategy and risk appetite
- approves budgets and medium-term financial plans
- assures itself of educational quality, safeguarding, inclusion, wellbeing and learner experience
- appoints, supports, appraises and holds the Chief Executive Officer to account
- oversees financial sustainability, resources, estates, information services, compliance and risk
- establishes and reviews CELT's governance arrangements
- ensures meaningful engagement with learners, families, colleagues and communities

The Board does not undertake routine operational management or determine individual cases, except where it is required to do so by law or this Scheme.

3.3 Board committees

The Trust Board has established the Primary Education, Secondary Education, Ethos, Resources and Infrastructure, Audit and Risk, and Remuneration Committees.

Each committee acts within its approved terms of reference and this Scheme. Committees provide scrutiny, challenge, assurance and recommendation, and take decisions only where authority has been expressly delegated.

Each committee provides the Trust Board with timely assurance on its delegated remit, including significant risks, performance concerns, material decisions, recommendations and required actions.

Committee scrutiny complements, but does not replace, executive management, professional review, internal scrutiny, audit or statutory accountability. The Trust Board retains collective accountability for all matters delegated under this Scheme.

3.3.1 Primary Education Committee

The Primary Education Committee provides phase-specific scrutiny and assurance of educational quality across CELT's primary academies. It reviews achievement, curriculum and teaching, attendance, behaviour, personal development, inclusion, safeguarding assurance and school improvement.

The Committee assures itself that CELT's primary educational entitlement is implemented consistently, that academies are making appropriate progress and that the impact of support and intervention is understood. It does not undertake routine operational management or determine individual cases.

3.3.2 Secondary Education Committee

The Secondary Education Committee provides phase-specific scrutiny and assurance of educational quality across CELT's secondary academies. It reviews achievement, curriculum and teaching, attendance, behaviour, personal development, inclusion, safeguarding assurance and school improvement.

The Committee assures itself that CELT's secondary educational entitlement is implemented consistently, that academies are making appropriate progress and that the impact of support and intervention is understood. It does not undertake routine operational management or determine individual cases.

3.3.3 Ethos Committee

The Ethos Committee provides oversight of CELT's culture, values, belonging and civic purpose. It scrutinises how CELT's ethos is experienced by learners, colleagues, families and communities, including stakeholder voice, partnerships, community engagement and communication.

The Committee provides assurance on safeguarding culture, equality, equity and inclusion, and ensures that significant community insight informs CELT's evaluation, risk and improvement arrangements. It considers themes and systemic learning rather than individual cases.

3.3.4 Resources and Infrastructure Committee

The Resources and Infrastructure Committee provides scrutiny and assurance of CELT's financial sustainability, workforce, estates, information services and sustainability arrangements.

It reviews budget development, financial performance and medium-term planning; people and workforce strategy; estates and capital priorities; health and safety; digital infrastructure; information services; and climate-action priorities. It makes recommendations to the Trust Board and exercises only those decisions expressly delegated to it.

3.3.5 Audit and Risk Committee

The Audit and Risk Committee provides independent scrutiny and assurance of CELT's risk management, internal control, compliance and assurance arrangements.

It oversees the risk-management framework, internal-scrutiny programme, external-audit relationship, data protection, information assurance and significant control findings. It monitors the quality and timeliness of management responses and reports to the Trust Board on the adequacy of CELT's assurance framework.

The Committee reviews complaint, whistleblowing and compliance themes to identify systemic learning and risk. It does not determine individual complaints or other cases except where a properly constituted panel is expressly appointed under the relevant policy.

3.3.6 Remuneration Committee

The Remuneration Committee oversees executive remuneration and related performance arrangements. It ensures that executive pay decisions are fair, evidence-based, proportionate, transparent and consistent with CELT's strategy, values and financial position.

The Committee sets or recommends Chief Executive Officer objectives, appraises performance and determines remuneration only where authority is expressly delegated. No individual may participate in decisions about their own remuneration.

3.3.8 Panels of the Trust Board

The Trust Board may establish a temporary Panel to determine an individual matter where this Scheme, a CELT policy or applicable statutory guidance requires a governance decision.

A Panel is a time-limited committee of the Trust Board, established for a defined purpose or case. It has no continuing remit and may exercise only the authority expressly delegated to it. The Trust Board retains collective accountability for all Panel decisions.

3.4 Chief Executive Officer and Accounting Officer

The Chief Executive Officer is CELT's senior executive leader and Accounting Officer. They are accountable to the Trust Board for CELT's leadership, management, performance and effective operation.

The Chief Executive Officer leads delivery of Board-approved strategy; leads executive leaders, Headteachers and central services; secures effective education, safeguarding, inclusion, finance, people, estates, risk and compliance; provides the Board with timely information and assurance; and maintains a written Executive Sub-Delegation Schedule, which must be reported to trustees.

3.5 Executive Leaders

Executive Leaders hold Trust-wide portfolios delegated by the Chief Executive Officer. They translate Board strategy into coherent implementation, lead Trust-wide improvement and service delivery, provide assurance on performance and risk, and may line-manage Headteachers or Service Leads where agreed. Executive Leaders are accountable to the Chief Executive Officer.

3.6 Headteachers

Headteachers lead the day-to-day operation of their academy. They are responsible for educational quality, safeguarding, culture, learner wellbeing, staff leadership, stakeholder engagement and the effective use of resources within their delegated authority.

Headteachers are accountable to the relevant Executive Leader. They lead their academy within CELT's shared strategy, entitlement, policies and financial controls, while responding appropriately to their local context and community.

3.7 Service Leads

Service Leads lead their designated Trust service or function, ensuring it provides a high-quality, responsive and sustainable offer to academies and colleagues.

They are accountable to the relevant Executive Leader or the Chief Executive Officer for delivery, performance, budget management, compliance and continuous improvement within their area of responsibility.

3.8 Local Tiers of Community Champions

Each academy has a Local Tier of Community Champions, led by a Chair and comprising at least four Community Champions. Local Tiers strengthen CELT's understanding of learners', families', colleagues' and communities' experiences, and support meaningful engagement and local influence.

Community Champions are advisory. They gather stakeholder voice, celebrate strengths, identify emerging themes and make recommendations through the Community Champions Chairs' Forum and Ethos Committee.

The Chair of Community Champions have delegated decision making responsibility to sit on review panels for complaints and learner disciplinary matters. A Chair may only sit on a panel where formally appointed under the relevant policy/statutory route, properly trained, independent and free from conflicts.

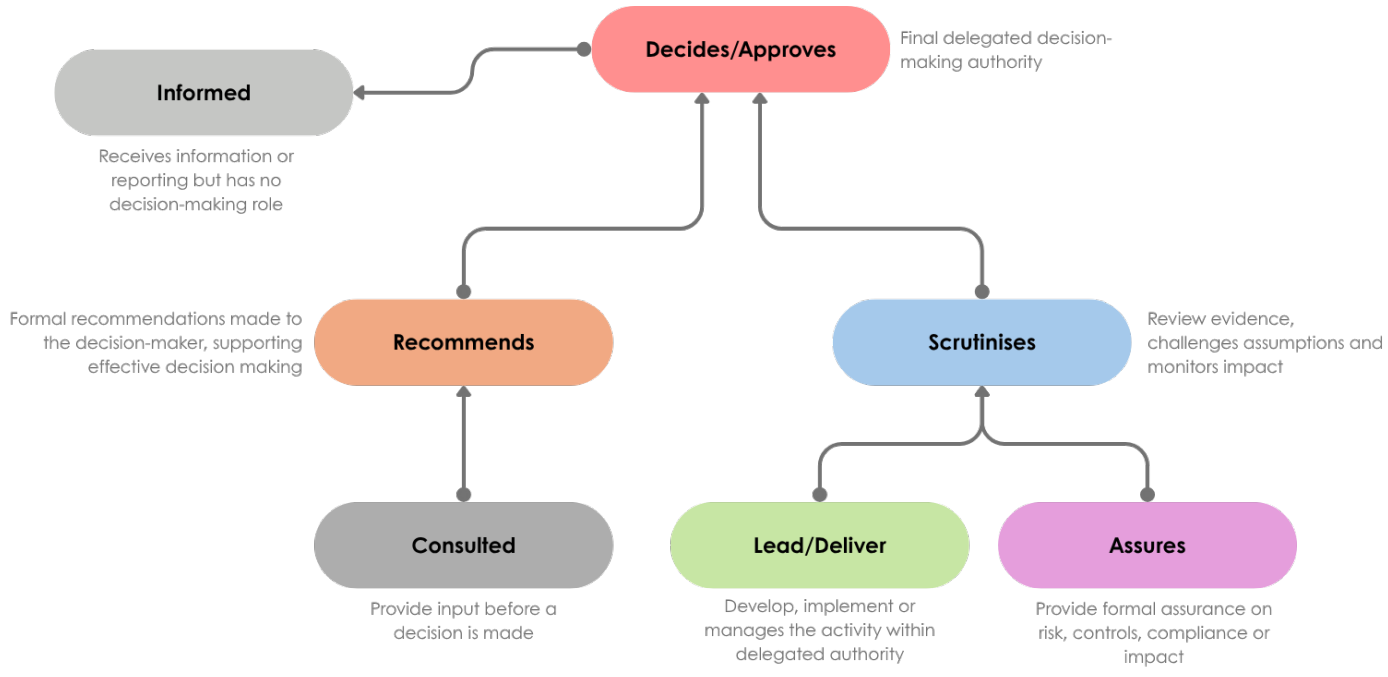
4. Delegation, Assurance and Delivery Matrix

4.1 Matrix Framework

The matrix below translates this Scheme into clear decision rights, responsibilities and assurance routes. It identifies who may make a decision, who leads or delivers the work, who provides scrutiny or assurance, and who must be consulted or informed.

Each row relates to a specific decision or activity. It should be read alongside CELT's Articles of Association, committee terms of reference, Financial Regulations and policy framework.

The Trust Board retains collective legal accountability for CELT, except for those aspects retained by Members, set out in the Articles of Association. The following sets out the hierarchy of delegation, assurance and delivery:



Code	Key	Meaning
D	**Decides / Approves**	Holds the final delegated decision-making authority.
R	**Recommends**	Makes a formal recommendation to the decision-maker.
S	**Scrutinises**	Reviews evidence, challenges assumptions and monitors impact.
A	**Assures**	Provides formal assurance on risk, controls, compliance or impact.
L	**Leads / Delivers**	Develops, implements or manages the activity within delegated authority.
C	**Consulted**	Provides input before a decision is made.
I	**Informed**	Receives information or reporting but has no decision-making role.

Where specific committee s of the board have responsibility for an area the following abbreviations are used in the scheme of delegation:

PE - Primary Education Committee

SE - Secondary Education Committee

ETH - Ethos Committee

R&I - Resources and Infrastructure Committee

A&R - Audit and Risk Committee

REM - Remuneration Committee

Panel - a properly constituted temporary panel under the relevant policy or statutory guidance (e.g. complaints/disciplinary)

4.1.1 Member Responsibilities (Aspects Members are Accountable for)

Ref	Decision or activity	Key	Conditions and assurance route
M1	Safeguard CELT's constitutional integrity, charitable purpose and long-term direction	Scrutinises	Exercised through Members' meetings and the powers set out in the Articles; Members do not direct day-to-day governance or management.
M2	Hold the Trust Board to account for effective governance	Scrutinises	Through appointment powers, Members' meetings and appropriate assurance about Board effectiveness.
M3	Appoint and remove Members	Decides / Approves	In accordance with the Articles. Membership must not fall below three.
M4	Appoint Member-appointed Trustees	Decides / Approves	Members appoint a minimum of three Trustees by ordinary resolution.
M5	Remove Trustees where Members hold the relevant power	Decides / Approves	In accordance with the Articles, Companies Act 2006 and the rights of the original appointing body.
M6	Appoint the Chief Executive Officer as a Trustee	Decides / Approves	Only where the Chief Executive Officer agrees to act, and by ordinary resolution.
M7	Amend CELT's Articles of Association	Decides / Approves	Subject to company law, DfE requirements and any required Diocesan consent.
M8	Approve the establishment of a new academy	Decides / Approves	Required by ordinary resolution under CELT's Articles, alongside any external approvals.
M9	Appoint the external auditor	Decides / Approves	On recommendation from the Trust Board, following the Audit and Risk Committee's assurance.
M10	Alter, add to or repeal CELT's rules or bye-laws	Decides / Approves	Must follow consultation with the Diocesan Corporate Member and must not conflict with the Articles.
M11	Approve merger, dissolution or other fundamental constitutional change	Decides / Approves	Subject to the Articles, company and charity law, Funding Agreements, DfE requirements and any required Diocesan consent.

4.1.2 Governance and Constitutional Matters

Member-only matters are not duplicated here. Member-linked matters are retained where another body has a defined role in the process.

Ref	Decision or activity	Members	Trust Board	Committee(s)	CEO / AO	Community Champions	Conditions and assurance route
G1	Amend CELT's Articles of Association	D	R	C	R / L		Subject to company law, DfE requirements and any required Diocesan consent.
G2	Alter, add to or repeal CELT rules or bye-laws	D	R	C	R / L		Must follow consultation with the Diocesan Corporate Member and must not conflict with the Articles.
G3	Appoint or remove Member-appointed Trustees	D	R		C		In accordance with the Articles, including the appointment rights of the Diocesan Corporate Member.
G4	Appoint Trustees using Board appointment powers	I	D	C	C		Includes co-opted and other Trustee appointments made by the Board under the Articles.
G5	Appoint the Chair and Vice-Chair of the Trust Board	I	D		I		In accordance with the Articles and Board procedures.
G6	Appoint or dismiss the Chief Executive Officer and appoint the Accounting Officer	I	D	REM: R			Subject to the Articles and CELT's People policies. The Board appoints the senior executive leader and Accounting Officer in writing.
G7	Appoint or dismiss a governance professional (must be someone other than a Trustee, principal or CEO)	I	D		I		In accordance with the Articles and Board procedures.
G8	Appoint or dismiss a Chief Financial Officer			D	R		
G9	Establish, amend or dissolve Board committees and approve their terms of reference	I	D	C	R		Includes committee membership, remit and delegated authority.
G9	Approve and review the Scheme of Delegation	I	D		R / L	I	Reviewed annually and following material organisational change.

Ref	Decision or activity	Members	Trust Board	Committee(s)	CEO / AO		Community Champions	Conditions and assurance route
G10	Approve the governance calendar, Code of Conduct and governance development plan	I	D	C	R	L		Includes Board and committee effectiveness review.
G11	Commission an external review of governance	I	D		R	L		Normally commissioned as part of CELT's governance-assurance cycle.
G12	Establish or materially amend the Community Champions model	I	D	ETH: R / ETH: S	R	L	C	Includes local-tier arrangements and the Community Champions Chairs' Forum.
G13	Approve due diligence and recommend that Members approve a school joining CELT	D	R	PE/SE, R&I and A&R: R	R	L		Members' role is limited to the required constitutional consent; the Board leads the strategic decision and due diligence.
G14	Approve merger, dissolution or other fundamental constitutional change	D	R	C	R	L		Subject to the Articles, Funding Agreements, DfE requirements and any required Diocesan consent.
G15	Maintain an Executive Sub-Delegation Schedule	I	S	I	D	L	I	Board formally receives and scrutinises the Schedule of Sub-Delegated responsibilities

4.1.3 Strategy, risk and assurance

Ref	Decision or activity	Members	Trust Board	Committee(s)	CEO / AO	Community Champions	Conditions and assurance route
S1	Set CELT's vision, values and strategic culture	I	D		R L		Aligned to CELT's charitable purpose and Leadership Charter.
S2	Approve the CELT Strategic Plan	I	D		R L		Sets CELT's three-year strategic direction and Trust-wide priorities.
S3	Approve the annual Trust Improvement Plan and organisational priorities	I	S	S	D		Progress is reported through Board assurance cycles.
S4	Approve academy School Improvement Plans and Service Improvement Plans	I	I	PE/SE /R&I: S	D	I	Must align with the Strategic Plan, Trust Improvement Plan and delegated budgets.
S5	Determine CELT's evaluative position through the Trust Evaluation Framework and organisational self-evaluation	I	S	S	D L		Evidence is drawn from dashboards, Insight Days, reviews and stakeholder voice.
S6	Set CELT's risk appetite		D	A&R: S	R		Reviewed at least annually and following material change.
S7	Approve the risk-management framework and policy			A&R: D	R L		Includes escalation, reporting and internal-control arrangements.
S8	Maintain and update the organisational risk register		S	S	D A		The Board undertakes a full review at least annually and sub-registers are scrutinised at the relevant committees
S9	Approve the Board Assurance Framework and annual assurance cycle	I	D	C	R L	I	Identifies evidence, assurance source, reporting route and escalation arrangements.
S10	Approve the annual internal-scrutiny programme		I	A&R: D	R L		Must provide independent and objective scrutiny of systems, controls, transactions and risks.
S11	Agree and deliver management responses to material audit or assurance findings	I	S	S	D A	I	Material concerns and overdue actions are escalated to the Trust Board.
S12	Manage a significant incident or activate business-continuity arrangements	I	I	S	D		In accordance with CELT's Business Continuity Plan and any Chair's Action provisions.

4.1.4 Inclusive Educational Entitlement and School Improvement

Ref	Decision or activity	Members	Trust Board	Committee(s)	CEO / AO	Community Champions	Conditions and assurance route
E1	Determine CELT's Trust-wide education framework, including curriculum, teaching, assessment and reporting principles		I	PE/SE: S	D	I	Must give effect to Board-approved strategy, CELT's educational entitlement and statutory requirements.
E2	Determine curriculum and assessment design within the CELT framework		I	PE/SE: S	D		Headteacher authority is subject to CELT's curriculum entitlement and agreed exceptions.
E3	Determine Trust-wide assessment, reporting and data-collection arrangements		I	PE/SE: S	D		Includes common assessment cycles, data approaches and reporting expectations.
E4	Determine CELT's school-improvement model and intervention framework		I	PE/SE: S	D		Includes CELT's universal offer, targeted support and intervention thresholds.
E5	Commission targeted school-improvement support or intervention		I	PE/SE: S	D		Informed by evaluation, inspection evidence, risk and improvement priorities.
E6	Review educational performance and agree improvement actions		I	PE/SE: S	S	I	Includes achievement, attendance, behaviour, inclusion and equitable outcomes.
E7	Review the learner experience in our schools and agree improvement actions		I	ETH: S	S	S	
E8	Determine CELT's inclusion, SEND and adjusted-teaching framework	I	I	PE/SE/ETH: S	D	I	Must give effect to Board-approved strategy, CELT's educational entitlement and statutory requirements.
E9	Determine CELT's behaviour, attendance and personal-development framework	I	I	PE/SE/ETH: S	D / R	I	Includes Trust-wide expectations and academy implementation arrangements.
E10	Set academy term dates, school-day and local-calendar arrangements	I	I	I	D	I	Must comply with legal requirements and CELT's agreed operating framework.
E11	Approve a material change to an academy's age range, PAN, provision, site or structure	I	D	PE/SE,R &I: R	R		Subject to DfE, funding-agreement, planning and Diocesan requirements.
E12	Determine individual learner curriculum, placement or support decisions				I		In accordance with statutory duties, CELT policy and appropriate professional advice.
E13	Decide to suspend or permanently exclude a learner		I		D		

Ref	Decision or activity	Members	Trust Board	Committee(s)	CEO / AO	Community Champions	Conditions and assurance route
E14	Review a suspension or permanent exclusion and determine reinstatement		I	Panel: D	I	Panel: D	The panel must be properly constituted and independent of the original decision.

4.1.5 Ethos, safeguarding, community and stakeholder voice

Ref	Decision or activity	Members	Trust Board	Committee(s)	CEO / AO	Community Champions	Conditions and assurance route
C1	Determine CELT's culture, belonging and civic-purpose frameworks		D	ETH: S	R L	C	Aligned to CELT's values, Equity Chronicle and Leadership Charter.
C2	Approve CELT's stakeholder-voice and community-engagement strategy		I	D	R	C	Includes engagement, communication and community-intelligence arrangements.
C3	Lead academy listening cycles and local community-engagement activity		I	ETH: D	I	L A	Community Champions support insight and engagement; they do not hold general decision rights.
C4	Determine CELT's response to material stakeholder themes or local community intelligence	I	I	ETH: S	D	C	Significant matters feed into the Trust Evaluation Framework, risk register and improvement planning.
C5	Approve CELT's Safeguarding and Child Protection Policy	I	D		R L	I	Must meet statutory safeguarding requirements.
C6	Appoint the Trust Safeguarding Lead	I	I	ETH: S	D		The Board assures itself that effective Trust-wide safeguarding leadership is in place.
C7	Establish academy safeguarding arrangements, including Designated Safeguarding Leads		I	PE/SE, ETH: S	D		Must comply with statutory guidance and CELT's safeguarding framework.
C8	Receive and conclude annual safeguarding assurance	I	S	ETH: S PE/SE: S	R L	I	Includes Trust and academy safeguarding evidence, learning and required actions.
C9	Approve CELT's Complaints Procedure	I	D	A&R: R	R L	I	Must comply with the Education (Independent School Standards) (England) Regulations 2014, Schedule 1 Part 7, and be made available as required.
C10	Determine a complaint at the initial operational stages – Stage 1 or 2			A&R: I	D		In accordance with the Complaints Procedure; the decision-maker varies by the subject of the complaint.
C11	Determine a complaint at the final panel stage		I	Panel: D	I		The panel must be properly constituted and independent of the matter complained about.

Ref	Decision or activity	Members	Trust Board	Committee(s)	CEO / AO	Community Champions	Conditions and assurance route
C12	Approve CELT's Whistleblowing Procedure	I	D	A&R: R	L		Must be published and reviewed in accordance with applicable requirements.
C13	Manage and escalate whistleblowing concerns		I	A&R: A/S	D		Concerns involving the CEO, Chair or a Trustee are managed under the Whistleblowing Procedure.
C14	Approve CELT's equality objectives and monitor equity impact	I	D	ETH: R/S	R L	C	Reviewed and published in accordance with equality duties.
C15	Determine Trust-wide communications on material reputational, civic or community matters		I	ETH: S	D L	C	Material risks are escalated to the Trust Board and A&R Committee as appropriate.

4.1.6 People, leadership and remuneration

Ref	Decision or activity	Members	Trust Board	Committee(s)	CEO / AO	Community Champions	Conditions and assurance route
P1	Approve CELT's People and Workforce Strategy	I	D	R&I: S	R | L		Includes workforce planning, development, wellbeing, retention and equality.
P2	Approve CELT's Pay Policy and pay framework	I	D	REM: S	C		Subject to applicable pay and employment requirements.
P3	Appoint or dismiss the Chief Executive Officer	I	D	REM: R			Subject to CELT's recruitment, disciplinary and capability procedures.
P4	Set Chief Executive Officer objectives, appraise performance and determine remuneration	I	I	REM: D	C		The Chief Executive Officer must not participate in decisions about their own remuneration.
P5	Determine executive remuneration	I	I	REM: D	R*		*The Chief Executive Officer does not recommend their own remuneration.
P6	Appoint, appraise and manage Executive Leaders	I	I	R&I: S	D | L		Subject to agreed staffing structure, budget and People policies.
P7	Appoint, appraise and manage Headteachers	I	I	PE/SE: S	D		CELT's executive line-management arrangements apply.
P8	Appoint, appraise and manage Service Leads	I	I	R&I: S	D		CELT's executive line-management arrangements apply.
P9	Approve academy and service staffing structures within approved plans and budgets		I	R&I: S	S		Subject to Financial Regulations, People policies and agreed staffing structures.
P10	Approve a material restructuring, redundancy programme or non-contractual settlement		D	R&I: S	D*		Decision authority is determined by the People and Financial Delegation Schedules.
P11	Approve Trust-wide People policies	I	D	R&I: S	R | L		The approval route is set out in the Policy Approval Schedule.
P12	Determine individual disciplinary, capability, grievance or appeal matters		I	Panel: D	Panel: D		Delegated in accordance with CELT's People policies; panel members must be appropriately independent.

4.1.7 Finance, estates, information services and sustainability

Ref	Decision or activity	Members	Trust Board	Committee(s)	CEO / AO		Community Champions	Conditions and assurance route
F1	Approve Financial Regulations and the Financial Delegation Schedule	I	D	R&I: S A&R: A	R	L		Must meet Academy Trust Handbook requirements and maintain segregation of duties.
F2	Board approval and minutes of a balanced budget and significant changes	I	D	R&I: R/S;	R	L		Board approval must be minuted.
F3	Manage budgets, forecasts and in-year financial performance within delegated authority		S	R&I: S	D	L		Monthly management accounts and forecasts provide the assurance route. Monthly accounts shared with the Chair; considered by the Board at each meeting; timely corrective action; and DfE notification within 14 days where a relevant revenue-deficit budget is proposed.
F4	Approve a deficit budget, financial recovery plan or material budget variation	I	D	R&I: R/S; A&R: C	R	L		Subject to Financial Regulations, Financial Policies and any required DfE notification or approval.
F5	Approve expenditure, procurement and contract awards		D	R&I: D*/S	D			(*)Devolved decision making set out in the Board approved Finance Policy. Monetary thresholds, procurement requirements and related-party controls are set out in the Financial Delegation Schedule.
F6	Appoint or reappoint the external auditor	D	R	A&R: R/A	C			In accordance with the Articles, Academy Trust Handbook and auditor-independence requirements.
F7	Appoint the internal scrutineer and approve the internal-scrutiny programme	I	I	A&R: D	R	L		Must maintain independence and objectivity.
F8	Approve the annual report and accounts	I	D	A&R: R/A; R&I: C	R	L		Subject to statutory deadlines and audit requirements.
F9	Review management accounts, cash flow and financial sustainability		S	R&I: S; A&R: A/S	D	L		The Board receives accounts at each meeting and takes action where required.

Ref	Decision or activity	Members	Trust Board	Committee(s)	CEO / AO		Community Champions	Conditions and assurance route
F10	Approve a related-party transaction, write-off, settlement or other exceptional financial matter	I	D*	A&R: R/A; R&I: R/S	R	L		Subject to Financial Regulations, conflicts procedures and any DfE approval requirements.
F11	Approve the Estates Strategy and capital investment plan	I	D	R&I: R/S	R	L	C	Includes condition, safety, accessibility, growth and sustainability priorities.
F12	Approve acquisition, disposal, lease or major development of land or buildings	I	D	R&I: R	R	L	C	Subject to legal, DfE, planning, funding-agreement and Diocesan requirements.
F13	Deliver planned maintenance and capital works within approved plans and delegated limits		I	R&I: S	D	L		Must comply with procurement, health and safety and estates controls.
F14	Approve CELT's health and safety framework and policy	I	D	R&I: R/S;	R	L		Includes annual assurance and statutory compliance arrangements.
F15	Manage health and safety within academies and services		I	R&I: S; A&R: A	S			Significant incidents and risks are escalated in accordance with policy.
F16	Approve Information Services, digital, data and cyber-security strategy	I	D	R&I: R/S; A&R: A/C	R			Includes data governance, digital resilience and responsible technology use.
F17	Manage data protection, information security and cyber incidents		I	A&R: A/S; R&I: S	D	L		Subject to data-protection law, cyber-incident procedures and regulatory reporting requirements.
F18	Approve CELT's sustainability strategy and climate-action priorities	I	D	R&I: R/S	R	L		Includes estates, operations, curriculum and civic contribution.
F19	Determine service operating models and CELT's core service offer	I	I	R&I: S	D			Material changes with strategic or financial impact are referred to the Trust Board.
F20	Approve service plans, KPIs and improvement actions	I	I	R&I: S	D			Reported through service dashboards, reviews and Board assurance cycles.

4.1.8 Policy, admissions, compliance and statutory information

Ref	Decision or activity	Members	Trust Board	Committee(s)	CEO / AO	Community Champions	Conditions and assurance route
R1	Approve the Policy Approval Schedule and policy-review cycle	I	D		R L		Identifies policy owner, approving body, review cycle and publication requirements.
R2	Approve or amend a Trust-wide policy	I	D*	D*	R L		The approval route is determined by the Policy Approval Schedule.
R3	Approve academy or service procedures within CELT's policy framework				D		Must not conflict with Trust policy, law or funding requirements.
R4	Determine academy admission arrangements	I	I	PE/SED	R		CELT is the admission authority; arrangements must follow the School Admissions Code and any Diocesan requirements.
R5	Administer admission arrangements and individual admission decisions		I		D		In accordance with determined arrangements and local-authority co-ordination.
R6	Ensure academy and Trust websites publish required statutory information, including publication of the governance structure, remit and Scheme of Delegation		I	A&R: S	I		Includes policies, governance information, curriculum, financial and safeguarding information.
R7	Submit statutory, regulatory and corporate returns	I	S	A&R: A	D L		Includes DfE, Companies House, Charity Commission and other required returns.
R8	Determine responses to information-rights requests, including FOI and subject access requests		I	A&R: S	D		Subject to data-protection law, Freedom of Information requirements and CELT procedures.
R9	Manage legal claims, regulatory notices and material settlements	I	D*	A&R: R/A; R&I: C	D*		Decision authority and reporting thresholds are set out in the Financial Delegation Schedule and relevant policies.