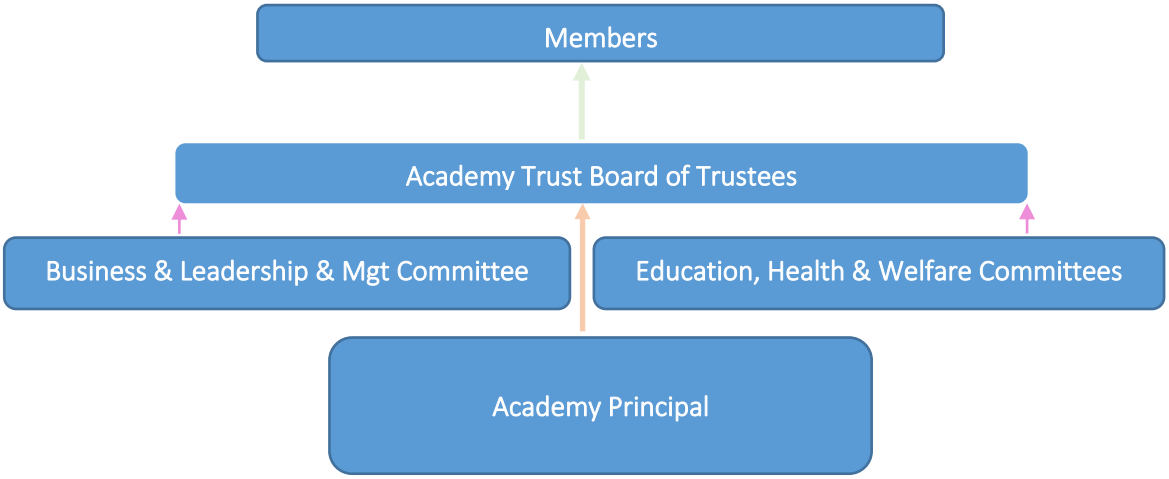
# The Duke of York's Royal Military School

# Academy Trust Board Scheme of Delegation

A Scheme of Delegation (SoD) is the key document defining which functions have been delegated and to whom. It should be a simple yet systematic way of ensuring Members and Trustees, Committees and individuals are clear about who has responsibility for making which decisions in the Trust. This overarching SoD covering all decision making in the Trust should not be confused with the written Scheme of Delegation of financial powers referred to in the Academies Trust Handbook.

An effective Scheme will:

- Ensure the school leadership is clear about which decisions the Trust Board remain in control of
- Ensure that the role of the Principal is fully understood
- Promote a culture of honesty and accountability
- Identify responsibility for the appointment and performance management of the Principal
- Identify responsibility for policy and practice in the Academy
- Identify responsibility for oversight of the Academy's budget
- Identify responsibility for assessment of risk in the Academy
- Identify responsibility for oversight of educational performance in the Academy



## Governance structure and lines of accountability

The Academy Trust Board of Trustees delegate responsibility for the day to day running of the Academy to the Principal. The Trustee Board will hold the Principal to account for the performance of the Academy. The Principal in turn holds other members of the senior leadership team to account by line managing them. While the Board cannot ever delegate its accountability, it can delegate some of the detailed scrutiny, oversight and decision making.

The Principal will report to the Board on the performance of the Academy, although this will be supplemented by the monitoring of Trust Board committees and individual Trustees with any delegated responsibilities.

The Principal is performance managed by the Trust Board.

## Roles and responsibilities

**The Role of the Members**

The Members of the Trust have a different status to Trustees. Originally they will have been the signatories to the Memorandum of Association and will have agreed the Trust's first Articles of Association (a document which outlines the governance structure and how the Trust will operate). The Articles of Association will also describe how Members are recruited and replaced, and how many of the Trustees, the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's Articles of Association and appointing external auditors.

While Members are permitted to be appointed as Trustees in order to retain a degree of separation of powers between the Members and the Trust Board, and in line with DfE expectations, not all Members should be Trustees. The DfE has amended the model articles to state that Members are not permitted to be employees of the Academy Trust.

**The Role of the Trustees**

The Academy Trust is a charitable company and so Trustees are both charity Trustees within the terms of section 177(1) of the Charities Act 2011) and company directors. Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'directors' are often used interchangeably.

The Trustees are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the Memorandum and Articles of Association and its Funding Agreement, it is legally responsible and accountable for all statutory functions, for the performance of the Trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive to account for the educational performance of the Trust and their pupils, and the performance management of staff
3. Oversee the financial performance of the Trust and make sure its money is well spent

The Board of Trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

**The Role of Trust Board committees**

The Trustees 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 Trust Board. The membership (there must be at least three Trustees) and responsibilities of Board committees are set out in the committee's terms of reference. It is usual for the Trust Board to appoint Board committee chairs and committee Members according to their skills. The Academies Trust Handbook 2026 makes it clear that the Board of Trustees 'should have a finance committee to which the Board delegates financial scrutiny and oversight and which can support the Board in maintaining the Trust as a going concern'. In Trusts with income above a certain level, there must also be a separate audit committee; DOYRMS does not require a separate Audit Committee.

**The Role of the Academy Principal**

The Principal has the delegated responsibility for the operation of the Trust.

The Principal is the Accounting Officer so has overall responsibility for the operation of the Academy Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The Principal leads the senior leadership team (SLT) of the Academy Trust. The Principal will delegate management functions to the SLT and is accountable to the Trust Board for the performance of the SLT.

| Key |
| --- |
| Level 1: Members |
| Level 2: Academy Trust Board of Trustees |
| Level 3: Board Committee |
| Level 4: Individual Trustee |
| Level 5: Senior Executive Leader (Accounting Officer) |
| Blue box Function **cannot** be carried out at this level. |
| ✓ Action to be undertaken at this level |
| ✓ Action to be undertaken at this level |
| **A** Provide advice and support to those accountable for decision making |
| <> **Direction** of advice and support |

| Area | Decision | Delegation | | | | |
|---|---|---|---|---|---|---|
| | | Members | Trust Board | Committee | Individual Trustee | Senior Executive Leader |
| Governance framework | | | | | | |
| People | Members: Appoint/Remove | ✓ | | | | |
| | Trustees: Appoint/Remove | ✓ | ✓ | | | |
| | External Auditors: Appoint/Remove | ✓ | | | | |
| | Role descriptions for Members | ✓ | | | | |
| | Role descriptions for Trustees /chair/ specific roles/committee members: agree | | ✓ | <A | | |
| | Parent Trustee: elected | | ✓ | | | |
| | Committee chairs: appoint and remove | | ✓ | <A | | |
| | Clerk to Board: appoint and remove | | ✓ | | | |
| Systems and structures | Articles of Association: agree and review | ✓ | <A | <A | | |
| | Governance structure (committees) for the Trust: establish and review annually | | ✓ | <A | | |
| | Terms of reference for Trust committees (including audit if required, and scheme of delegation): agree annually | | ✓ | <A | | |
| | Skills audit: complete and recruit to fill gaps | | ✓ | <A | | |
| | Annual self-review of Trust Board and committee performance: complete annually | | ✓ | | | |
| | Chair's performance: carry out 360 review periodically | | ✓ | | | |

| Area | Decision | Delegation | | | | |
|---|---|---|---|---|---|---|
| | | Members | Trust Board | Committee | Individual Trustee | Senior Executive Leader |
| | Trustee contribution: review annually | | ✓ | | | |
| | Succession: plan | | ✓ | <A | | |
| | Annual schedule of business for Trust Board: agree | | ✓ | <A | | <A |
| Reporting | | | | | | |
| Reporting | Trust governance details on Trust website: ensure | | ✓ | <A | <A | <A |
| | Register of all interests, business, pecuniary, loyalty for Members/Trustees: establish and publish | | ✓ | <A | | |
| | Annual report on performance of the Trust: submit to Members and publish | | ✓ | <A | | |
| | Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit | | ✓ | <A | | |
| | To determine whether to publish a Home School Agreement (not statutory) | | | | | ✓ |
| | Overall responsibility for ensuring that statutory requirements for information published on the school website, including required details of governance arrangements, performance, financial and equality data are met | | ✓ | <A | <A | <A |
| | To publish and update at least annually a SEN information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014) | | ✓ | ✓ | | ✓ |

| Area | Decision | Delegation | | | | |
|---|---|---|---|---|---|---|
| | | Members | Trust Board | Committee | Individual Trustee | Senior Executive Leader |
| Being Strategic | | | | | | |
| Being Strategic | Determine Trust policies which reflect the Trust's ethos and values including: admissions; expenses; data protection and FOI; SEN, safeguarding and child protection and curriculum: approve | | ✓ | <A | | <A |
| | Determine Trust staffing policies which reflect the Trust's ethos and values including appraisal, capability, discipline, conduct and grievance: approve | | ✓ | <A | | <A |
| | Determine Trust policy for complaints, health and safety, accessibility plan, premises management, data protection and FOI: approve | | ✓ | ✓ | | <A |
| | Establish Trust policy for sex education, careers guidance | | | | | ✓ |
| | Determine a behaviour and discipline policy that promotes good behaviour among pupils and defines the sanctions to be adopted where pupils misbehave | | ✓ | <A | | <A |
| | To draft content of school behaviour policy and publicise it to staff, students and parents. | | | | | ✓ |
| | To annually determine admission arrangements and to carry out consultation where changes are proposed, or where the governing Board has not consulted on their arrangements in the last seven years. | | ✓ | <A | | |
| | Ensure a broad and balanced curriculum is in place | | ✓ | <A | | <A |
| | To set the times of school sessions and the dates of school terms and holidays | | ✓ | | | |
| | Agree enrichment/extra-curricular offer including any additional services required | | ✓ | ✓ | | <A |

| Area | Decision | Delegation | | | | |
|---|---|---|---|---|---|---|
| | | Members | Trust Board | Committee | Individual Trustee | Senior Executive Leader |
| | Imbed agreed curriculum and enrichment offer within the day to day operation of the Academy Trust | | | | | ✓ |
| | To establish and agree a Pay policy | | ✓ | ✓ | | |
| | Management of risk: establish register, review and monitor | | ✓ | <A | ✓ | <A |
| | Engagement with stakeholders | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine | | ✓ | <A | | <A |
| | Principal: Appoint and dismiss | | ✓ | | | |
| | To decide whether to join or form a multi-Academy Trust | | ✓ | | | |
| | Budget plan to support delivery of Trust key priorities: agree | | ✓ | <A | | |
| | Academy staffing structure: agree | | ✓ | <A | | <A |
| | Appoint teaching staff | | A> | | | ✓ |
| | Appoint non-teaching staff | | | | | ✓ |
| Holding to account | | | | | | |
| Holding to account | Auditing and reporting arrangements for matters of compliance (eg safeguarding, H&S, employment): agree | | ✓ | <A | <A | <A |
| | To produce and maintain a central record of recruitment and vetting checks | | | | | ✓ |

| Area | Decision | Delegation | | | | |
|---|---|---|---|---|---|---|
| | | Members | Trust Board | Committee | Individual Trustee | Senior Executive Leader |
| | To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the *Prevent* duty into the child protection policy | | ✓ | <A | <A | <A |
| | Reporting arrangements for progress on key priorities: agree | | ✓ | ✓ | | <A |
| | Performance management of the Principal: undertake | | ✓ | | | |
| | Performance management of staff: undertake | | | | | ✓ |
| | Establish and review procedures for addressing staff discipline, conduct and grievance | | ✓ | ✓ | | |
| | Trustee (Governor) monitoring: agree arrangements | | ✓ | <A | | |
| | To review all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in a term or would lose the opportunity to sit a public examination. | | | ✓ | | |
| | To ensure that health and safety regulations are followed | | | | ✓ | ✓ |
| | Ensure that school lunch nutritional standards are met | | | | | ✓ |
| | Maintain a register of pupil attendance | | | | | ✓ |
| | To ensure provision of free meals to those pupils meeting the criteria, including Universal Infant Free School Meals (if applicable) | | | | | ✓ |

| Area | Decision | Delegation | | | | |
|---|---|---|---|---|---|---|
| | | Members | Trust Board | Committee | Individual Trustee | Senior Executive Leader |
| Ensuring financial probity | | | | | | |
| Ensuring financial probity | Chief Financial Officer for delivery of Trust's detailed accounting processes: appoint | | ✓ | <A | | |
| | Trust's scheme of financial delegation: establish and review | | ✓ | <A | <A | <A |
| | External auditors' report: receive and respond | | ✓ | <A | | <A |
| | Principal pay award: agree | | ✓ | | | |
| | Staff appraisal procedure and pay progression: monitor and agree | | ✓ | <A | | <A |
| | Benchmarking and Academy Trust value for money: ensure robustness | | ✓ | <A | | |
| | Develop Trust procurement strategies and efficiency savings programme | | | ✓ | | |
| | To approve the first formal budget plan each financial year | | ✓ | <A | | |
| | To agree annual action plans and monitor how school premiums are spent (i.e. PE and sports premium, Year 7 numeracy and maths catch up premium, service premium and the pupil premium) | | ✓ | ✓ | ✓ | |
| | To establish and agree charging and remissions policy | | ✓ | ✓ | | |
| | Buildings insurance and personal liability | | ✓ | | | |