

SCHEME OF DELEGATION

Learning Academies Trust

Version: 1.3

Approved by: LAT Trust Board

Ratified date: 21 October 2025



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CHANGES

Policy date	Summary of change	Author	Version	Review date
Sept 2021	Policy has been created.	Simon Spry	1.0	Sept 2022
Sept 2022	Minor amendments.	Simon Spry	1.1	Sept 2023
December 2023	Minor amendments	Simon Spry	1.2	Dec 2023
Sept 2025	Review and update in line with NGA guidance	Head of Governance	1.3	Sept 2026

SCHEME OF DELEGATION

A Scheme of Delegation is a formal, documented plan that specifies how the decision-making powers of a governing body, in this instance the LAT Trust Board, are transferred or "delegated" to committees, local governing boards, or individual staff roles. This system ensures clear lines of responsibility and accountability, enabling more efficient and effective action by distributing authority, while also ensuring that overall governance and oversight remain with the primary responsible body.

The following Scheme of Delegation details responsibilities and expectations of the Learning Academies Trust (LAT) it's executives and committees, including the Local Governing Board (LGB) of each Academy within the Trust in accordance with the Constitution of the LGB (wherein this Scheme of Delegation is referred to as "the Scheme").

Responsibilities and powers delegated to the LGB may be further delegated to the Executive Headteacher / Headteacher of the Academy. It should be remembered that although decisions may be delegated, the Trust as a whole remains accountable for any decision made under delegation. All policies referred to in this Scheme of Delegation means the current policy by that title as published on the LAT website or shared in the LAT policy documents area.

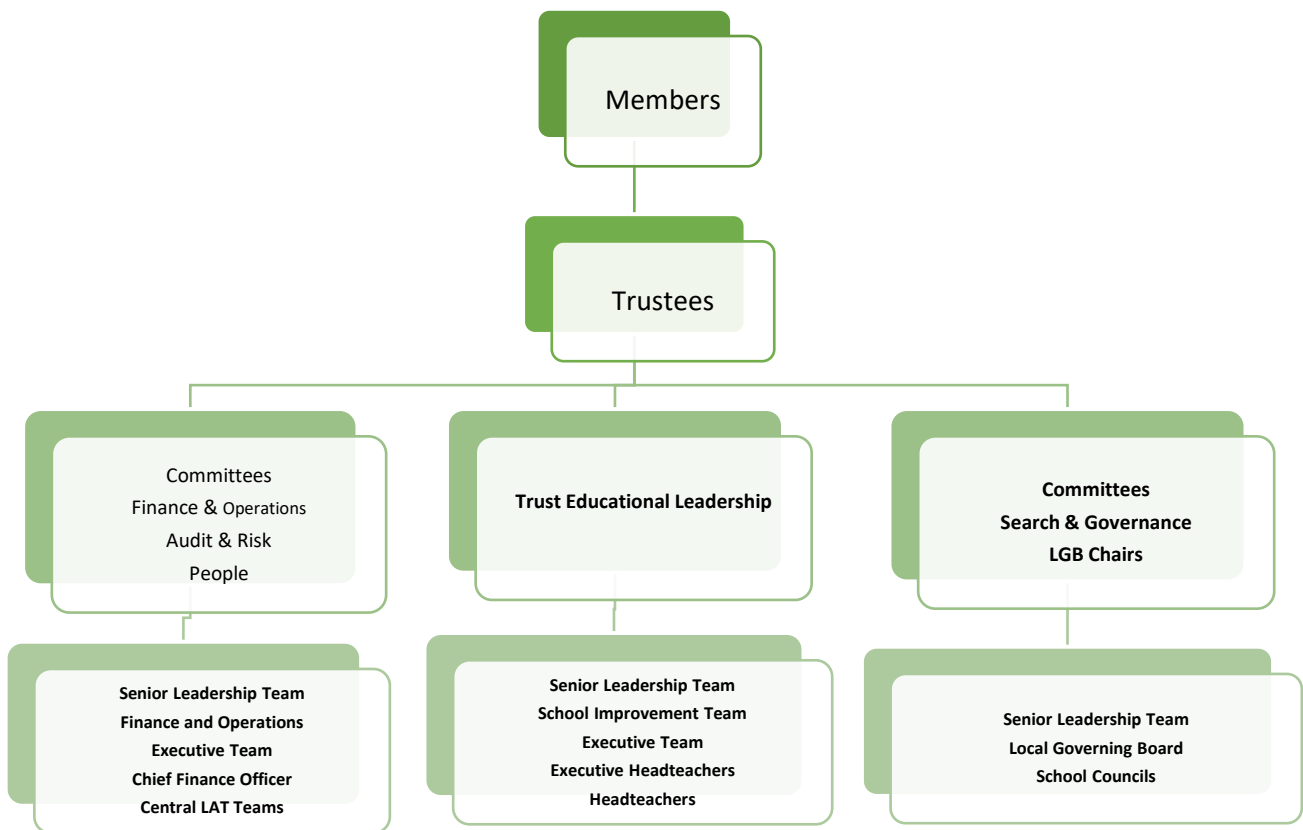
GENERAL PRINCIPLES

The Board and Local Governing Boards will work collaboratively and in partnership to deliver effective governance at all times.

- All levels of governance will be clearly defined and will work within the legal and regulatory frameworks set out in the Academy Trust Handbook and in line with the Academy Trust Governance Code of Practice.
- The Board will make decisions, following consultation with MAT SLT and Local Governing Boards, on matters which affect all academies in the Trust: Local Governing Boards will make additional decisions on matters which affect individual academies.
- Local Governing Boards and Executive Headteachers / Headteachers will have delegation of responsibility and decision making for the strategic direction and day-to-day operation of their academies, unless there is a cause for concern. (See Governance Structure and Lines of Accountability paragraph and appendix 2)
- The Board will support each academy to run efficiently and effectively. Effective arrangements will be maintained for monitoring and evaluating the performance of Local Governing Boards and academies.
- The Board will take action, including the full or partial withdrawal of delegated authorities to individuals, groups and Local Governing Boards should the individual, group, or Local Governing Boards, fail to carry out their duties and responsibilities effectively as outlined in appendix 2.
- The governance arrangements of good / outstanding schools/academies joining the trust will remain in the main unchanged except where changes are required in order to comply with legal or statutory requirements, or to ensure operational effectiveness. Schools that join who are less than good will have clearly agreed delegated powers in line with the Board's view on their needs at any given time. See Appendix 2 for more details.
- The Board through the CEO will fully consult Local Governing Boards on proposals for the composition, membership, structure, and terms of reference for Local Governing Boards and sub-committees, on arrangements for the recruitment and appointment of governors, and on arrangements for the introduction of the Trust's multi-academy governance arrangements before any decisions are made.

- The Board will consult Local Governing Boards before putting in place any arrangements which directly affect Local Governing Boards and individual academies and before taking any decisions on policy or procedural matters.
- Local Governing Boards will have opportunities to report regularly to the Board through LGB Chairs meetings with the CEO and where appropriate, MAT SLT and will make available all relevant data and information on performance as requested. LGB minutes will be made available to The Trust for monitoring purposes through the LAT's governance support structures i.e. GovernorHub.

GOVERNANCE STRUCTURE AND LINES OF ACCOUNTABILITY



The Trustees of the Learning Academies Trust delegate responsibility for delivery of the vision and strategy to the CEO. The Trust Board holds the CEO to account for the performance of the Trust, including the performance of the academies within the Trust. The CEO in turn holds other senior staff to account through line management. While the Trust Board cannot ever delegate its accountability, it does delegate some of the detailed responsibility, scrutiny, oversight, advice and decision making (see Appendix I).

The Trust Board determines on a case by case basis whether to delegate some responsibilities concerning the performance of each academy to a local governing board (LGB).

Factors which may influence the decision to delegate include:

- School performance, especially around educational performance * (see appendix 2)
- Financial and administrative performance and compliance with the requirements of Academies Handbook
- Leadership and governance capacity, capability and resilience.

Subject to the criteria outlined in appendix 2, the Learning Academies Trust Board believes that all of our current schools have a similar level of autonomy and the scheme of delegation is constructed on this basis. Should performance for any of the schools become a concern or a new school joins the Trust, the Board will review the scheme of delegation at that time.

This means that as the CEO is accountable to the Trust Board for the performance of the MAT as a whole, the CEO will report to the Trust Board on the performance of the MAT including on the performance of the LAT schools, supplemented by monitoring reports and updates from the LGB's.

The CEO is performance managed by the Trust Board and is responsible for performance managing the Executive Team and Executive Headteachers / Headteachers in partnership with the LGB. The CEO may delegate performance management responsibilities for Executive Headteachers/Headteachers to the DoE's as appropriate (*see item 4.8). Decisions around CPD for all LAT staff are to be agreed with respective line managers through performance management, subject to the guidelines outlined in the LAT finance policy.

LOCAL GOVERNING BOARDS

The Local Governing Board's role is to understand how the school is led and managed, acting as the eyes and ears of the school and its community and have a role in influencing decision making. They have a direct link to the Trust Board, through their 1/2 termly meetings with the CEO and their Headteachers / Executive Headteachers regular MAT SLT meetings with the CEO.

The Local Governing Board (LGB) responsibilities include monitoring:

- whether the school is working within the agreed policies,
- whether curriculum is meeting the needs of learners and expected standards are being achieved,
- that support for the wellbeing, care and safety of learners and staff is appropriate,
- if the community is well served and core to activities in the school

The LGB will use its detailed knowledge and engagement with stakeholders to ensure that their school community is being well served by Trust executive leadership and has direct access to the board, if there are concerns.

The LGB's membership and operating procedures are outlined in the LGB handbook which is regularly updated. The Trust Board will have oversight of and approve the LGBs membership and reserve the right to appoint their own representatives to the LGB as and when required, or if concerns arise.

ROLES AND RESPONSIBILITIES

The role of the Members

The Members of the Trust have a different status to trustees. Members are not exclusive to academy trusts – most charitable companies have members as a result of the Companies Act 2006. All academy trusts are set up as charitable companies so they too must have members. Members hold trustees to account for effective governance but have minimal involvement in running the trust, members should be kept informed about trust activities and have a number of specific responsibilities in relation to governance of the trust. Members are able to amend the Trust's articles of association (an agreement which outlines the organisational structure and how the trust will deliver its stated objectives) and recruit the external auditors. Members are able to recruit and replace other members and are able to appoint and remove specific trustees. The Trust Board submits an annual report on the performance of the MAT to the Members and Members will also have sight of the annual accounts.

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. Members are not permitted to be employees of the academy trust.

The role of the Trustees

The Trustees are the charity trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the MAT in accordance with the

provisions set out in the memorandum and articles of association. The Board of Trustees is the accountable body for the performance of all schools within the MAT as such must;

- Ensure clarity of vision, ethos and strategic direction
- Hold the senior leaders to account for the educational performance of the schools and their pupils, and the performance management of all staff
- Oversee the financial performance of the MAT and make sure its money is well spent.
- Ensure that the MAT complies with the terms of the Academies Handbook and both Charity and Company legislation.

Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably.

The Trust Board is permitted to exercise all the powers of the LAT. The Trust Board will delegate to the CEO responsibility for the day-to-day operations of the Trust. The Trustees can determine whether to delegate any governance functions.

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

The role of committees

The Trustees may establish committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the Trust Board. However, these committees are not legally responsible or accountable for statutory functions – the Trust Board retains overall accountability and responsibility. The responsibilities of Trust Board committees are set out in their terms of reference; the responsibilities of Local Governing Boards are set out in the scheme of delegation. The Trust Board may appoint committee members and committee chairs.

The role of the Chief Executive Officer (CEO)

The CEO has the delegated responsibility for the operation of the Trust including the performance of the MAT's academies and the performance management of the Headteachers / Executive Headteachers in partnership with the LGB.

The CEO is the accounting officer so has overall responsibility for the operation of the MAT's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the senior staff of the academy trust. The CEO will delegate various functions to the senior team and is accountable to the Trust Board for the performance of the LAT's senior staff.

The role of the Executive Headteacher / Headteacher

The Executive Headteacher / Headteacher is responsible for the day to day leadership and management of the school (s). The Executive Headteacher / Headteacher is accountable to the CEO, but if there is delegation to a head of school, this will be clear. The Executive Headteacher / Headteacher reports to the LGB on matters which have been delegated to the LGB.

The role of the Local Governing Board

The Trust Board will establish LGB's, approve appointment of their chairs, ensure that parents are elected to each LGB, and will determine what will be delegated. Responsibilities will include monitoring whether the schools are:

- Building an understanding of how the MAT's schools are led and managed
- Working within agreed policies

- Meeting the agreed targets
- Using and managing the finances well
- Ensuring the school remains safe and compliant
- Engaging with stakeholders
- Reporting to the board

The level of delegation to the Local Governing Board remains at the discretion of the trust board and subject to the details provided in appendix 2.

APPENDIX I –

Scheme of delegation

Review September 2025

Learning Academies Trust

Date approved:	21 st October 2025
Approved by:	LAT Trust Board
Date of next review:	July 2026

Document history:

Date of review	Author	Note of revisions
September 2025	Governance Lead	Full review of SOD completed

Key	
A Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible	Responsible for delivery and does the work to achieve the task. Can be shared between groups/individuals.
C Consulted	Consultation required before decisions is confirmed. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.
S Support	Support role required - may be required to provide input, support and assistance to complete the requirements.
*Highlighted	Statutory expectation or necessary to comply with articles of association or funding agreement.

		Members	Trust Board	CEO	Trust Committees	LGB / FGB	Executive Heads / Headteachers
1. Trust Governance							
1.1	Appoint/remove members	*A/R					
1.2	Appoint/reappoint/remove trustees	*A/R	*A/R				
1.3	Elect chair of trustees on an annual basis		*A/R				
1.4	To appoint/remove members by special resolution	A/R					
1.5	Appoint and remove board committee chairs		*A/R				
1.6	Determine powers of chair/vice chair in urgent situations		A/R				
1.7	Establish and review (annually) trust governance structure	C	*A/R	C	C	C	
1.8	Agree named safeguarding trustee		*A/R				
1.9	Agree named trustee for special educational needs and disabilities (SEND)		*A/R				
1.10	Appoint/remove academy committee chairs		*A/R		C	R	
1.11	Appoint/remove academy committee members (local governors)		*A/R		C	R/C	
1.12	Appoint through election Parent academy committee members (local governors)		A			R	S
1.13	Appoint trust governance professional		*A	R			
1.14	Agree and arrange academy committee clerking arrangements		*A/R		C	R/C	S

		Members	Trust Board	CEO	Trust Committees	LGB / FGB	Executive Heads / Headteachers
1.15	Articles of association: review		*R/C				
1.16	Articles of association: ratify changes	*A/R					
1.17	Agree committee terms of reference		*A/R	C	C	C	
1.18	Agree Terms of Reference / annual cycle of activity for trust committees (local governing board)		A	R	C	C	
1.19	Complete annual review of scheme of delegation		*A	R	C	C	C
1.20	Commission external review of trust board effectiveness every three years or as appropriate	C	A/R	C	S	S	
1.21	Complete annual trust board self-review		A/R		C		
1.22	Complete periodic review of academy governance arrangements	C	A/R	R	C	C	C
1.23	Publish governance arrangements on trust and academy websites		*A	R		R	
1.24	Ensure trust website is compliant and effective		*A	R			
1.25	Ensure individual academy websites are compliant and effective. Ensure GIAS is up to date.		*A	A		R	R
1.26	Submit annual report on the performance of the trust to members and publish on website		A	R			
1.27	Maintain and update Company House records in relation to reportable activity		A	R			

		Members	Trust Board	CEO	Trust Committees	LGB / FGB	Executive Heads / Headteachers
2. Vision and strategy							
2.1	Determine trust's vision, strategy and key priorities	C	A/R	R	C	C	C
2.2	Ensure engagement with stakeholders regarding vision, values and strategic priorities	C	A	R	R	C	R
2.3	Apply trust vision and strategy to individual academies		A	R	C	R	R
2.4	Agree trust growth plans	C	A/R	R			
2.5	Determine statutory trust-wide policies		*A	R	C		
2.6	Determine non-statutory/ recommended trust-wide policies			A/R	R		C
2.7	Determine academy level policies		*A	R	C	R	C
2.8	Establish Trust risk register and conduct regular review		*A/R	R	R	C	C
2.9	Determine a programme of internal audit in line with the Trust risk register and monitor its delivery		*A	R	R		
2.10	Provide assurances that local risk (academy level) is appropriate and well managed.		A	R		S	R
2.11	Develop succession plans in line with needs of the trust and individual academies		A	R	R	S	S
3. Finance and operations							
3.1	Appoint and remove external auditors	*A/R	C	S	S		
3.2	Appoint and performance manage chief financial officer		*A	R	C		

		Members	Trust Board	CEO	Trust Committees	LGB / FGB	Executive Heads / Headteachers
3.3	Produce and review trust's scheme of financial delegation		*A	R	C		
3.4	Receive external auditor's report	*A/R					
3.5	Action recommendations made arising from all audit activity		*A	R	C		R
3.6	Produce annual report and accounts		*A	R	C		
3.7	Submit ESFA required reports and returns		*A	R			
3.8	Agree budget plan to support delivery of trust strategic priorities		A	R			
3.9	Agree budget plan to support delivery of academy strategic priorities		*A	R	C		R
3.10	Agree budget plan to support delivery of academy operational priorities			A	C		R
3.11	Monitor trust budget and provide regular monitoring reports to trustees		*A/R	R	C		
3.12	Monitor academy budget plan to support delivery of identified priorities		A	R	R	C	R
3.13	Carry out benchmarking and trust-wide value for money evaluation		A/R	A/R	C		C
3.14	Agree reporting and monitoring arrangements for trust and academy budgets		*A/R	R	C		C
3.15	Monitor academy estates to ensure safe and well maintained		*A	R	R	S	R
3.16	Agree data protection policy (and privacy notice)		*A	R	C		C

		Members	Trust Board	CEO	Trust Committees	LGB / FGB	Executive Heads / Headteachers
3.17	Agree health and safety policy		*A	R	R/C		C
3.18	Agree premises management documents, including <i>Estate vision, Estate strategy and Asset management plan</i>		*A	R	R/C		C
3.19	Maintain and publish accurate record of business and related party transactions for members, trustees, senior leaders and committee members.		A/R	R		S	S
3.20	Maintain and publish accurate record of business and related party transactions for academy leaders and local governors		A			R	S
3.21	Develop Trust wide procurement and efficiency savings programme		A	R	C		C
4.	Workforce						
4.1	Appoint and dismiss CEO/Accounting Officer		*A/R				
4.2	Performance manage CEO		*A/R				
4.3	Agree CEO remuneration		*A/R				
4.4	Appoint and dismiss CFO		A/R	R			
4.5	Agree Executive Team remuneration		A	R	R		
4.6	Conduct executive team performance management			A/R			
4.7	Appoint / dismiss academy Executive Head/ Headteacher		A	R		C/S	

		Members	Trust Board	CEO	Trust Committees	LGB / FGB	Executive Heads / Headteachers
4.8	Conduct Headteacher performance management* (see page 5)			A/R*		S	
4.9	Agree Headteacher remuneration		A	R	C		
4.10	Review and agree academy staff appraisal procedure and pay progression		A	R	C		
4.11	Determine trust executive team and academy leadership staffing structure		A	R	C		
4.12	Determine trust non- executive staffing structure			A	R		
4.13	Determine academy teaching and support staff structure			A/R	C	S	R
4.14	Trust wide pay policy, terms and conditions of employment		*A	R	C		
4.15	Determine Trust disciplinary, grievance and capability policies		*A	R	C		
4.16	Undertake panel hearings for disciplinary and capability matters relating to the CEO and Executive Leaders		A/R				
4.17	Undertake panel hearings for disciplinary, grievance and capability matters relating to the central team		A/R	R			
4.18	Undertake panel hearings for disciplinary, grievance and capability matters relating to academy staff		A	C/R	C	S	S
4.19	Approval of exit payments/early retirement/capability/pension discretion (in line with financial scheme of delegation)		*A/R	C	R	C	
4.20	Agree whistleblowing policy		*A/R				

		Members	Trust Board	CEO	Trust Committees	LGB / FGB	Executive Heads / Headteachers
4.21	Monitor compliance with requirements of statutory ECT induction programme.		A	R	R	R	R
4.22	Develop a culture of continuing professional development for all staff		A	R	R	R	R
5	Pupils and learning						
5.1	Agree safeguarding and child protection policy		*A	R	C		R/S
5.2	Agree attendance policy		*A	R	C		C/S
5.3	Agree school uniform policy		*A	R	C		C/S
5.4	Agree policy for pupils with SEND		*A	R	C		C/S
5.5	Agree policy for supporting pupils with medical conditions		*A	R	C		C/S
5.6	Agree charging and remissions policy		*A	R	C		R/S
5.7	Agree behaviour policy		*A	R	C		R
5.9	Agree relationships education (primary) policy		*A	R	C		C
5.10	Agree equality information and objectives (public sector equality duty) statement and monitor delivery		*A/R	R	C		
5.11	Approve trust-wide curriculum		A	R	C		C
5.12	Ensure high standards of teaching and learning		A	R	R	S/C	R

		Members	Trust Board	CEO	Trust Committees	LGB / FGB	Executive Heads / Headteachers
5.13	Set appropriate targets for trust outcomes		A	R			
5.14	Plan and deliver individual academy improvement interventions and strategies			A	R	S	R
5.15	Determine & monitor use of pupil premium and sports premium		A	R	C	S	R
5.16	Agree annual Pupil Premium plan for publication by individual academies		A			R	S
5.17	Ensure provision of religious education		A	R	C		R
5.18	Ensure delivery of collective worship		A	R		C	R
5.19	Set the dates of school terms including common CPD days		A	R	C		C
5.20	Changes to the school day or alterations to individual school days (e.g. half days)		A	R	C		C
5.21	Review Headteacher decision to suspend/exclude pupils		*A/R	R	C	R/S	
5.22	Monitor rates of suspension and exclusion across the trust		A/R	R	C	S	S
5.23	Develop and agree admissions policy in line with The Admissions Code		*A	R	C	C	C
5.24	Implement or commission support for admissions appeal process		*A	R	C		S
5.25	Determine complaints procedure		*A/R	C		C	C
5.26	Implement complaints procedure		*A	R	R	S	S

		Members	Trust Board	CEO	Trust Committees	LGB / FGB	Executive Heads / Headteachers
5.27	Review complaints at panel stage		A/R			S	S
6	Community						
6.1	Develop strategic stakeholder partnerships at trust level		A	R	C	C	S
6.2	Develop and maintain key stakeholder partnerships at academy level		A	R	R	R	R
6.3	Develop and maintain community partnerships and community activities to support educational agendas.		R	R	R	R	R

APPENDIX 2

WITHDRAWAL OF DELEGATED POWERS

The LAT Board reserves the right (subject to consultation / negotiation) to withdraw certain delegated powers from Executive Headteachers / Headteachers / LGBs around school level policy and strategy in the circumstances listed below.

The scenarios below will also frame a discussion between the Executive Headteacher / Headteacher / LGB and the CEO around the level of support available for the following year from the 'LAT offer'.

1. Latest Ofsted inspection gradings are not at least "good" or meeting the "expected standard" in all areas or LAT review identifies the school is LAT SI category 3 (repair) or category 4 (stabilise).
2. Leadership and management identified in LAT School Improvement evaluation as a cause for concern.
3. School performance fails to meet expectations in one or more area:
 - a. Overall foundation GLD is 20% or more below national
 - b. Overall year 1 phonics data is 10% or more below national
 - c. Overall year 4 MTC outcomes are significantly below national
 - d. Overall year 6 combined RWM subject scores are 10% or more below national

The figures in point 3 need to be considered in the light of any downward trends over time & part of the negotiation/discussion will take account of this. The above figures will form the basis for a discussion in terms of the LAT school improvement offer.

In addition, the LAT Trust Board reserves the right to withdraw certain delegated powers from SOMs / school finance staff / Headteachers, where there are concerns over financial accuracy and / or timely financial delivery and / or general financial capability, or a failure to work within the guidance of the Academies Financial Handbook or the school's funding agreements.