LEADING LEARNERS

Guiding children to promising futures

Scheme of Delegation - September 2025

Introduction

The Scheme of Delegation is a core governance document that defines decision-making responsibilities and delegated authorities across the Trust. In line with the *Academy Trust Handbook* (2025, Part 1, section 1.44), it must be published on the Trust's website. It is supported by separate Terms of Reference for the Trust Board's committees and Local Governing Bodies (LGBs), which set out their composition, focus, and responsibilities. All documents are reviewed annually by the Trust Board.

The Board of Trustees of Leading Learners MAT has overall responsibility for governance of the Trust and all of its schools. The Board delegates many of its governance functions to other layers of governance, including to the Board committees, Trust Executive Team, LGB's and Headteachers. This Scheme of Delegation defines these responsibilities and accountabilities.

This Scheme of Delegation is in line with the following documents:

• The Trust's Articles of Association

• The Trust's Funding Agreement which sets out the conditions upon which the Trust receives its funding.

• The Academy Trust Handbook which is issued by the DFE and sets out the financial framework and governance requirements for academy trusts reflecting their status as companies, charities and public bodies.

The Trust's governance model operates across three tiers:

1. **Members** – Guardians of the Trust's governance and charitable purpose, with powers to appoint Trustees and auditors, and amend the Articles.
2. **Trustees** – Directors of the charitable company, accountable for the Trust's overall strategy, financial control, statutory compliance, and school performance.
3. **Local Governing Boards** – Committees with delegated functions at school level, focused on safeguarding, stakeholder engagement, and holding school leadership to account.

The Trust also constitutes Board committees (e.g. Finance & Resources, Audit & Risk, and Curriculum & Standards) and establishes panels as required for complaints, exclusions, and disciplinary matters. Where appropriate, one LGB may serve multiple small or geographically close schools to ensure effective governance.

Key roles are defined as follows:

- **Trustees**: Oversee strategy, compliance, and performance. They approve all delegations and appoint committee members based on skillsets.
- **Local Governors**: Provide local challenge, representation, and assurance to Trustees. They are responsible for local safeguarding, SEND oversight, and stakeholder engagement.
- **CEO**: Acts as the accounting officer and is responsible for Trust operations, leadership, and reporting to the Board.
- **Headteachers**: Lead individual schools and report to the CEO. They engage with their LGB to support local scrutiny and understanding.

Trust Board Chair's Action

No individual Trustee is empowered to make decisions on behalf of the Trust outside any specific authority set out in this Scheme of Delegation. However, as an exception, the Chair of Trustees can make a decision as a single trustee when a delay in doing so would be:

- seriously detrimental to the interests of the Trust or and of its schools, and
- It would not be possible to postpone the decision to a meeting of trustees (which the Chair can convene with less than seven days' notice, if necessary, provided trustees will have sufficient time to receive and give due considerations to relevant documents relating to the decision).

Reading the Grid
Accountable (A) - The body who is responsible in legal, regulatory or statutory terms
Responsible (R) - Who is responsible for carrying out the task
Consult (C) - To be consulted before action taken

References to the CEO include members of the central team to whom the CEO will delegate, for example the Chief Finance Officer, in relation to financial matters.

GOVERNANCE		Members	Trust Board / Board committees	CEO	LGBs	Headteacher
	Appointment/removal of other Members and Trustees	A/R				
	Elect Chair and Vice Chair of Trustees Annually		A/R			
	Determine powers of the chair in urgent situations		A/R			
	Appointment/removal of Safeguarding and SEND Trustees		A/R			
	Appointment/removal of Board Committee Chairs (excluding LGB Chairs)		A		R	
	Appointment of Local Governing Board members		A		R	
	Removal/suspension of Local Governing Board members as necessary/required		A/R			
	Appointment of Parent Governors in the event no-one puts themselves forward for election		A/R			
	Establish the process for electing parent and staff LGB Governors			A/R		
	Implement the process of electing Parent and Staff LGB Governors					A/R
	Appointment of LGB Chairs		A		R	

	Removal of LGB Chairs		A/R			
	Appointment of named SEND & Safeguarding Governors				A/R	
	Removal of named SEND & Safeguarding Governor		A/R			
	Appointment and removal of Clerk to Trust Board (Governance Professional)		A	R		
	Agree LGB clerking arrangements		A/R			
	Appointment/removal of LGB Clerks				A/R	
	Review Articles of Association		A/R Submits recommendations to Members to amend, approve and adopt the Articles of Association		C	
	Ratify Articles of Association	A/R				
	Review of the Trust's Governance Structure		A/R	C		
	Annual review of Trust Board Committee terms of reference and Scheme of Delegation		A	R		

	Self-review of Trust Board and committees: complete annually		A/R	C		
	LGB's to complete annual review (Skills Audit)				A/R	
	Ensure Trust and School websites are maintained and compliant with statutory requirements and DFE expectations		A	R (Trust)		R (School)
	Ensure Trust website is compliant and effective		A	R		
	Maintain compliance on Get Information about Schools (GIAS)			A/R Trust Level		R School Level
	Annual report on the performance of the Trust: verbal update to Members			A/R		
	Annual report on the work of the LGB: submit to Trust				A/R To submit following Summer Term LGB Meeting	C

STRATEGY		Members	Trust Board / Board committees	CEO	LGBs	Headteacher
	Determine the Trust's culture and values		A/R	C		
	Embed the Trust's culture and values		R	R	R	R
	Determine the trust's vision, strategy and key priorities		A/R	C		
	Deliver the trust's vision, strategy and key priorities		Monitor progress	A/R		
	Develop engagement channels with key stakeholders in line with trust vision and priorities		A/R	R		R
	Determine the school's strategic objectives, vision and strategy			A	C	R
	Deliver the school's strategic objectives, vision and strategy			A	Monitor Progress	R
	Engage with key stakeholders at academy level Promoting partnership working between parents/carers and the school (including undertaking consultation with parents/carers, pupils and other		A		R	R

	stakeholders and ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall pupil experience)					
	Agree trust growth strategy		A	R		
	Determine, implement, and update the due diligence framework used to assess schools prior to their proposed entry into the Trust.		A	R		
	Approve school applications to join the Trust		A/R	Consider requests, conduct due diligence and make recommendation to the Board		
	Approval of Policy Delegation Schedule		A	R		
	Policies – review and approval of Trust wide policies (in line with Policy Delegation Schedule)		A	R		
	Policies – review and approval of local school policies (in line with Policy Delegation Schedule)				A	R
	Adopt and implement Trust -wide Data Protection and Retention Policy and monitor the Trust's compliance with GDPR legislation and regulations			A/R		R Appoint school level DPO Comply with Policy and report data breaches, SAR/FOI requests to the Trust DPO

	Monitor implementation of school level policies				A/R	R
	Provide training programme for trustees and governors			A/R		

FINANCE AND OPERATIONS		Members	Trust Board / Board committees	CEO	LGBs	Headteacher
	Appoint and remove external auditors	A/R				
	Action recommendations made by external auditors	Members to receive external auditors report	A/R	R		
	Appointment and removal of internal auditors		A/R A&RC			
	Establish control framework and agree / monitor internal audit plan		A/R A&RC	R CFO to meet with Internal Auditors to draft plan to present to A&RC		
	Action recommendations arising from internal audits		A	R		
	Monitor internal auditor reports and ensure implementation of actions		A/R			
	Produce and approve risk management policy		A	R		

	Undertake a full review of the Trust Risk Register at least annually		A Trustees to review Risk Register at Spring Term meeting	R		
	Undertake termly review of Trust risk register		A Standing item on A&R Committee Agenda	R		
	Manage and report on risk mitigation strategies			A/R		
	Monitor implementation of, and compliance with, health and safety policy and procedures at academy level		A Monitored by the A&RC	R	R	R
	Appointment of Chief Financial Officer		A/R	C		
	Produce and submit annual report and accounts	I Receives the audited and approved accounts at the AGM	A Approves the financial accounts and the governance statement F&RC to scrutinises the draft financial accounts prior to their submission to the Board	R Submits the accounts to the Trustees for approval and to meet statutory DFE deadline		
	DFE required reports and returns submit			A/R		
	Produce and review trust's financial scheme of delegation to further expand on processes relating to delegated financial powers		A F&RC	R		

	Approve and monitor the annual budget for the Trust including school budgets		A	R CFO to prepare annual budget for recommendation to Board & monitor.	Receive summary budge report to enable understating of financial impact of measures for school improvement	R Work with Head of Finance to prepare and monitor school budget
	Submission of Annual Three Year Budget Forecast Return to DfE		A	R		
	Prepare management accounts every month setting out the trust's financial performance and position		A To be shared with chair of trustees every month and at every F&RC Meeting	R		
	Approval of staff severance and compensation payments		A/R (CEO Payments)	A/R (All other staff payments - Payments over £50k must be approved by DFE)		
	Carry out benchmarking and trust-wide value for money evaluation			A/R		
	Oversee and approve related party transactions		A	R - The CEO/Accounting Officer is responsible for		

				identifying and declaring related party interests and ensuring that any proposed transactions are demonstrably at cost and properly documented.		
	Monitor Pupil and Sport Premium Spend and approval of annual impact report				R	A/R Chair required to sign the Report ahead submission CEO or Director of School Improvement to review report prior to approval.

CURRICULUM AND LEARNING		Members	Trust Board / Board committees	CEO	LGBs	Headteacher
	Determine and set admissions policy annually and ensure this is reviewed in line with statutory requirements		A/R			
	Consult 7 years		A		C	R
	Any reduction or increase to the published admission number (PAN)		A/R			
	Agree equality information and objectives (public sector equality duty) statement and monitor delivery		A		R Monitor Delivery	R Included in Headteacher Report
	Produce the School Improvement Plans (SIPs) and monitor progress against them			R	R Monitor progress of the SIP (updates from Headteacher and monitoring visits)	R Develop the SIP and implement, and regularly reporting to the LGB and Trust Central Team
	Oversight of school performance and effectiveness (including data analysis) with feedback to Trust as required				A/R	

	Monitor the inclusiveness of the curriculum				A/R	R
	Deliver early years curriculum in line with Early Years Foundation Stage (EYFS) framework		A	R		R
	Review headteacher decision to suspend/exclude pupils		A		R With support from Trustees as and when required	
	Monitor rates of suspension and exclusion across the trust		A/R	R		
	Monitor safeguarding arrangements at academy level, ensuring compliance with relevant policies and statutory requirements.			A/R	R	R
	Ensure effective and compliant trust-wide SEND provision			A/R		
	Monitor effectiveness of SEND provision at an academy level, ensuring compliance with relevant policies and statutory requirements		A	R	R	R
	Produce and monitor a climate action plan (CAP) and appoint a school sustainability lead		A		R Monitor (CAP) and ensure appointment of	R Produce and monitor CAP and appoint sustainability lead

					sustainability lead	
	Ensure school food standards are met for pupils				R	A/R
	Ensure free school meal provision is adequately implemented				R	A/R
	Ensure School has effective attendance processes in place and monitor attendance and persistent absence of pupils			A	R Monitor impact of processes	R Develop and implement processes and monitor impact

STAFFING AND HR		Members	Trust Board / Board committees	CEO	LGBs	Headteacher
Staff						
	Appointment and Dismissal of CEO	C	A/R			
	Appointment/dismissal of other executive team staff		C	A/R		
	Executive Headteacher/Headteacher appointments		Trustees Informed	A/R		
	Determine academy staffing structures in accordance with approved budgets			A (structure approved by CEO)		R
	Approval of appointments falling outside of the academy approved budget			A/R		C
	CEO Performance Management		A/R CEO Appraisal Committee			

	Executive Team, Central Team & Headteacher Performance Management			A/R		
	Academy Staff Performance Management					A/R
	Approval of formal staff restructure plans which could involve a potential redundancy		A/R	CEO to recommend to Board		