



HLA Scheme of Delegation (September 2025)

Background

Horsham Learning Alliance (HLA) is a new Multi-Academy Trust which began operating from 1 September 2025. HLA is a not-for-profit limited liability company and an exempt charity which is legally responsible for the college and schools within the Trust. HLA has been established in Horsham, for the benefit of all local schools who join and aims to actively engage and be transparent with the community and stakeholders when performing its functions.

Purpose

The purpose of this document is to set out the authority that is reserved to the Members and the Trust Board (hereafter the Board), and delegated to Executives, Senior Leaders as well as Local Governors and any other Board committees. It is intended to provide an easily accessible summary of the roles, responsibilities and decision making which is clear and avoids any duplication.

This document will be supplemented by detailed Terms of Reference, role descriptions and related policies and procedures and by a linked Scheme of Delegation in respect of finance, contracts and related matters, all to be developed and agreed by the Board in due course.

Governance overview

Academy trusts have Members who act as its guardians, ensuring that the charitable objects as laid out in its Articles of Association are being met. They have a limited and defined role in the governance structure.

As a company, HLA has Directors (known as Trustees) who are legally responsible for HLA. The Board have agreed a flat structure with an Audit & Risk Committee and ad hoc working parties where needed initially to ensure the Trust fulfils its statutory obligations.

The Board will be supported by a Local Governing Body (LGB) for the college and school who will also normally meet termly and undertake monitoring and other related activity. The core focus of the local tier will be educational improvement, providing an important contextual view and link between the Board, the college or school and its community. Specifically, this will cover the following key areas: Standards, Safeguarding, SEND, Stakeholders and Skills/Careers for Secondary and Post-16.

The Board will have oversight of the principles of leadership and governance, ensuring the Trust operates effectively and that all leaders perform their duties cohesively for the good of the community. This includes making sure all Members, Trustees and Governors as well as the Executive and Leadership teams understand their responsibilities, receiving appropriate induction, training and development opportunities to enable them to undertake their roles to the highest standards.

Review and Approval

This Scheme of Delegation will be reviewed annually or more frequently where the need arises. The Board will be responsible for final approval and publication.

Key for Scheme of Delegation

Accountable (approver)	✓	Directly answerable <i>Can delegate tasks to those responsible</i>
Responsible	R	Responsible for delivery individually or in a group <i>May need to report back to approver</i>
Monitor	M	Monitors implementation, progress or outcomes as applicable <i>May need to report back to those responsible or accountable</i>
Consulted	C	Provides feedback before a decision is made <i>Two-way communication</i>
Informed	I	Kept up to date on progress and/or key information
Footnote	*	The Audit & Risk Committee will have oversight of relevant areas indicated and will refer to the Board and/or Members where relevant for key decision points

Vision & Strategy	Members	Board	Chief Executive	LGB	College/ School Leader
Determine Trust Mission, Vision, Values	I	✓	R	C	C
Apply vision and strategy to individual settings		✓	R	M	C
Develop, approve and monitor Trust strategic plan, key strategies and progress towards priorities		✓M	R	C	C
Develop and monitor KPIs for key Trust metrics		✓M	R		
Determine Trust wide policies reflecting ethos, direction and strategic plan		✓M	R	I	C
Approve any schools joining the Trust and undertake due diligence to factor into decision making process	I	✓	R	I	C

Governance	Members	Board	Chief Executive	LGB	College/ School Leader
Amend/approve Articles of Association	✓	R/C	C	I	I
Appoint/remove Members	✓R	C	I		
Appoint/remove Trustees	✓	R	I	I	I
Appoint the Board's Chair and Deputy Chair	I	✓R	I	I	I
Appoint/remove Local Governors and the LGB Chair		✓R	C	C	C
Appoint LGB Deputy Chair and link Governors		I	I	✓R	I

Governance	Members	Board	Chief Executive	LGB	College/ School Leader
Initiate and oversee Local Parent and Staff Governor elections [plus Collyer's Student Governance Officers]		C	I	√R <i>Via LGB GP</i>	C
Determine and keep under review Board structure inc committee membership, chairing and any links	I	√R	C	I	I
Approve Scheme of Delegation	I	√R/M	C	C	C
Approve Board Terms of Reference		√R/M	C		
Approve LGB Terms of Reference		√R	C	C/M	C
Set expectations for Trust governance conduct including approving and signing of a relevant Code of Conduct	C	√R	C	C	C
Adopt and review adherence to Academy Code of Governance	I	√R	I	I	I
Collect and publish a Register of Interests, and publish a Conflicts of Interests Policy	C	√R <i>Via GD</i> [A&R]*	C	C	C
Ensure appropriate skills audits, induction and training are in place and regularly monitored	I	√R		C	I
Evaluate governance and undertake reviews	M	√R	C	C	I
Appoint College appointed Trustees of The Collyer Endowment CIO		√R	C	C	C
Appoint and line manage Director of Governance (GD) and in turn Governance Professionals (GPs)	I	√R <i>Via Chair</i>	I	C	C

Education & Standards	Members	Board	Chief Executive	LGB	College/ School Leader
Promote the highest standards of education	I	✓	R	M	R
Set out the Trust's overarching curriculum approach and assessment methodology		✓	R	I	C
Monitor Education KPIs that are set by the Board		✓	R	M	C
Ensure the curriculum meets the needs of all including disadvantaged and those with SEND (Trust Equality, SEND, Medical Conditions [schools only], Uniform Policy [excluding Collyer's])		✓	R	M	C
Publish a Curriculum Policy (in line with above and relevant to key phase) and monitor its delivery		I	✓	C/M	R
Maintain a culture of safeguarding across the Trust (Trust Safeguarding Policy)		✓M	R	C/M	C
Undertake annual Self-Assessment, develop Quality Assurance plans and regularly monitor progress		M	✓	C/M	R
Receive and monitor achievement data and set intervention targets (where needed)		✓M	R	M	I
Determine Attendance, Behaviour and Exclusion Policies		✓	R	C/M	C
Conduct student disciplinary hearings			I	✓ <i>Via LGB GP</i>	C
Delivery of Careers guidance with regards to statutory requirements		✓	M	C/M	R
Set term dates inc INSET days		I	✓R	I	C

People	Members	Board	Chief Executive	LGB	College/ School Leader
Appoint and performance manage the Chief Executive Officer (Accounting Officer)	I	√R	I	I	I
Appoint and performance manage Executives		√	R		
Oversee Trust culture, staff wellbeing, workload and working conditions (Flexible Working Policy)		√	R	I	R
Set pay and conditions of all staff (Trust Pay Policy)		√	R	I	C
Monitor Executive team performance management and approve remuneration (inc disciplinary procedures)		√R	I		
Appoint Headteacher/Principal		√	R	C	
Headteacher/Principal performance management			√R	C	I
Approve professional services structures, recruitment and performance management		I	√R	I	I
Determine staffing structures of the college/schools			C/M	I	√R
Establish approach to appraisal and performance management of staff		√	R	I	C
Develop and implement Trust HR Policies: Safer Recruitment, Absence, Performance Management, Disciplinary, Capability and Grievance		√	R	I	R
Conduct disciplinary and grievance panels for staff		√R <i>Via GD</i>	I	C	I

Finance, Risk & Compliance	Members	Board	Chief Executive	LGB	College/ School Leader
Set delegated limits (Financial Delegation) / Finance and Reserves Policies		✓M	R	I	C
Approve Trust budget		✓M	R		I
Approve individual college/school budgets		✓M	R	I	C
Monitor management accounts, forecasts and cash position including any variances		✓	R		C
Appoint the Trust's external auditor	✓	R [A&R]*	C		I
Approve the Annual Report and Accounts		✓ [A&R]*	R		
Appoint the Trust's internal auditor		✓R [A&R]*	C		I
Set the Trust-wide Risk Register, risk management plan and board assurance framework		✓ [A&R]*	R		C
Approve DfE statutory financial reports and returns		✓	R		
Approve a Fees and Charging (remissions policies)		✓	R	I	C
Manage, monitor and approve capital funding applications inc Condition Improvement funds		✓	R	I	C
Approve a Procurement management and policy		✓	R		C
Ensure college/school estates and premises compliance including approving a Trust Health and Safety Policy		✓ [A&R]*	R	I	C
Determine and publish Trust Whistleblowing Policy	I	✓ [A&R]*	R	I	I

Ensure compliance with The Prevent Duty		✓	R	M	C
Conduct termly Single Central Record (SCR) checks		I	R	M	✓R <i>Via HR</i>
Approve and publish Trust wide Complaints Policy		✓	R	M	C
Manage complaints hearings (where college/school specific)		I	M	R <i>Via LGB GP</i>	✓R
Approve Admissions Policies annually including change of PAN or criteria		✓	R	C/M	C
Participate in Admission appeal hearings			I	R	✓R
Maintain governance records and compliance	C	✓ <i>Via GD</i>	I	I	I
Accountable to Ofsted during inspections		✓	R	C/M	R

Stakeholder – Community Engagement	Members	Board	Chief Executive	LGB	College/ School Leader
Ensure that the stakeholder voice is considered in strategy and decision making		✓	R	M	C/M
Participate in local networks (informal partnerships)		I	✓R	✓R	✓R
Ensure consistent and clear Trust communications		M	R	I	C
Undertake statutory consultations (i.e. admissions)		✓	R	C	C