



HLA Scheme of Delegation (July 2026)

Background

Horsham Learning Alliance (HLA) is a Multi-Academy Trust which began operating on 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 its communities 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 its Committees, Local Governing Bodies (LGBs) and the Trust's Executives and Senior Leaders. It is intended to provide an easily accessible summary of the roles, responsibilities and decision making which is clear and avoids duplication.

This document is supplemented by detailed Terms of Reference, role descriptions and related policies and procedures and linked annexed documents in respect of financial and policies approvals.

An overview of governance in HLA (see appendix A for structure)

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. To ensure the Trust fulfils its statutory obligations, it has a committee structure comprising Audit, Risk & Finance, Governance & Quality and People & Remuneration.

The Board will be supported by LGBs acting as local boards for the College and schools. LGBs 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/school and its community. Specifically, this will cover the following key areas: Standards, Safeguarding, SEND, Stakeholders and Skills/Careers for Secondary and Post-16. To facilitate communication between the tiers, the local Chairs will form part of the Governance & Quality Committee.

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 all. This includes making sure Members, Trustees and Local 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.

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>
Consult	C	Provides feedback before a decision is made <i>Two-way communication</i>
Inform	I	Kept up to date on progress and/or key information
Committees	The relevant Board Committee will have oversight of specific areas as delegated and where needed will refer to the Board and/or Members for key decision points: AR&F = Audit, Risk & Finance P&R = People & Remuneration G&Q = Governance & Quality [LGB responsibilities are shown in a separate column]	

Vision & Strategy	Members	Board	Board Committee	Chief Executive	LGB	College/ School Leader
Determine Trust Mission, Vision, Values	I	✓		R	C	C
Apply vision and strategy to individual settings				✓	M	R
Develop, approve and monitor Trust strategic plan, key strategies and progress towards priorities		✓		R	C	C
Determine the Trust's policy schedule delegation and monitor compliance (see policy annex)		✓		R <i>Via GD</i>	I	C
Approval of any schools joining the Trust and undertaking due diligence to factor into decision making process	I	✓	AR&F (C)	R	I	C

Governance	Members	Board	Board Committee	Chief Executive	LGB	College/ School Leader
Review/amend Articles of Association	✓	C	G&Q (R)	C	I	I
Appoint/remove Members	✓R	C	G&Q (M)	I		
Appoint/remove Trustees (Member appointed)	✓	C	G&Q (R)	I	I	I
Appoint the Board's Chair and Deputy Chair	I	✓R	G&Q (M)	I	I	I
Appoint/remove all Local Governors		I	G&Q (✓R)		C	C
Appoint/remove LGB Chairs		✓	G&Q (R)	C	C	C
Review and approve Scheme of Delegation	I	✓	G&Q (R)	C	C	C
Review and approve Board Terms of Reference		✓	G&Q (R)	C		

Governance	Members	Board	Board Committee	Chief Executive	LGB	College/ School Leader
Review and approve LGB Terms of Reference		✓	G&Q (R)	C	C	C
Set expectations for Trust governance conduct including approving and signing of the Code of Conduct	C		G&Q (✓R)	C	M (locally)	C
Adopt and review adherence to Academy Code of Governance	I	✓	G&Q (R)	I	I	I
Collect and publish a Register of Interests		✓	AR&F (M)	R <i>Via GD</i>	M (locally)	
Ensure appropriate skills audits, induction and training are in place and regularly monitored	I	✓	G&Q (R)		C	I
Evaluate governance and undertake reviews	M	✓	G&Q (R)	C	C	I
Appoint College appointed Trustees of The Collyer Endowment CIO		I	G&Q (✓R)	C	C	C
Appoint and line manage Director of Governance (GD)	I	✓R <i>Via Chair</i>	P&R (M)	I		
Monitor standards of Trust Governance support			G&Q (✓/R) <i>Via GD</i>		C	C

Education & Standards	Members	Board	Board Committee	Chief Executive	LGB	College/ School Leader
Approve the Trust's education strategy and oversee standards of education across the Trust	I	✓	G&Q (M)	R	M (locally)	C
Set out the Trust's overarching curriculum approach and assessment methodology		I	G&Q (M)	✓R	I	C

Education & Standards	Members	Board	Board Committee	Chief Executive	LGB	College/ School Leader
Maintain a culture of safeguarding across the Trust		✓	G&Q (M)	R	C/M (locally)	C
Undertake annual Self-Assessment, develop Quality Assurance plans and regularly monitor progress		I	G&Q (I)	✓	C/M	R
Receive and monitor achievement data and set intervention targets (where needed)			G&Q (M)	✓R	M (locally)	I
Conduct student disciplinary hearings					✓ <i>Via LGB CP</i>	C
Delivery of Careers guidance with regards to statutory requirements		✓	G&Q (M)	M	C/M (locally)	R

People	Members	Board	Board Committee	Chief Executive	LGB	College/ School Leader
Appoint and performance manage the Chief Executive Officer (Accounting Officer)	I	✓R	P&R (M)	I	I	I
Appoint and performance manage Executives and the Director of Governance (inc disciplinary procedures)		✓	P&R (M)	R		
Oversee Trust culture, staff wellbeing, workload and working conditions		✓	P&R (M)	R	I	R
Approve changes to trust-wide terms and conditions of employment		✓	P&R (C/M)	R		I
Consider Executive team terms and conditions		✓	P&R (C/M)	R		

People	Members	Board	Board Committee	Chief Executive	LGB	College/ School Leader
Headteacher/Principal performance management			P&R (✓)	R	C	I
SLT performance management			I	C		R
Approve professional services structures, recruitment and performance management		I	P&R (C)	✓R	I	I
Determine staffing structures of the College/schools				C/M	I	✓R
Establish approach to appraisal and performance management of staff			P&R (C)	✓	I	R
Conduct disciplinary and grievance panels for staff		✓R <i>Via GD</i>		I	C	I

Finance, Risk & Compliance	Members	Board	Board Committee	Chief Executive	LGB	College/ School Leader
Set delegated limits (Financial Delegation) / Finance and Reserves Policies		✓	AR&F (C)	R/M	I	C
Set the Trust budget		✓	AR&F (M)	R		I
Approve individual college/school budgets		✓	AR&F (M)	R	I	C
Monitor management accounts, forecasts and cash position including any variances		✓	AR&F (M)	R		C
Appoint the Trust's External Auditor	✓	C	AR&F (R)	C		I
Approve the Annual Report and Accounts	I	✓	AR&F (M)	R	I	I

Finance, Risk & Compliance	Members	Board	Board Committee	Chief Executive	LGB	College/ School Leader
Appoint the Trust's Internal Auditor		✓	AR&F (R)	C		I
Set the Trust-wide Risk Register, risk management plan and board assurance framework		C	AR&F (✓/M)	R		C
Approve DfE statutory returns			AR&F (✓)	R		
Manage, monitor and approve capital funding applications inc Condition Improvement funds		✓	AR&F (C/M)	R	I	C
Ensure college/school estates and premises compliance		✓	AR&F (M)	R	I/M (locally)	C
Ensure Whistleblowing Procedures are in place and visible	I	✓	AR&F (M)	R	I	I
Ensure compliance with The Prevent Duty		✓	G&Q (M)	R	M (locally)	C
Management of the Single Central Records (SCR)		✓		R	M (locally)	✓R <i>Via HR</i>

Finance, Risk & Compliance	Members	Board	Board Committee	Chief Executive	LGB	College/ School Leader
Admissions consultations including change of PAN or criteria		✓	G&Q (M)	R <i>Via GD</i>	C/M	C
Maintain governance records and compliance	C	✓ <i>Via GD</i>	G&Q (M)	I	I	I
Accountable to Ofsted during inspections		✓	G&Q (M)	R	C/M (locally)	R

Stakeholder – Community Engagement	Members	Board	Board Committee	Chief Executive	LGB	College/ School Leader
Ensure that the stakeholder voice is considered in strategy and decision making		✓	G&Q (M)	R	M (locally)	C/M
Participate in local networks			G&Q (I)	I	R	R
Undertake statutory consultations		✓	G&Q (M)	R	C	C

Appendix A: HLA Governance Structure

