The Keep Learning Trust

Creating Chances and Choices

Scheme of Delegation

Approved by Trust Board Date:

Review Period: Annual
Date Last Approved: 6th July 2026
Person Responsible: CEO

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Introduction

The Keep Learning Trust Vision: '*By working together, we create lifelong chances and choices for all our pupils.*'

Pupils are at the heart of all we do and drive our decision making and strategic direction. As a trust, we are relentless in our pursuit of excellence and improving the education offer to all.

The Keep Learning Trust Values:



The Trust provides a strong foundation from which our schools can nurture and grow.

As a charity and company limited by guarantee, the Trust is governed by a Board of Trustees (referred to as the Trust Board) who are responsible for, and oversee, the management and administration of the Trust and the schools run by the Trust.

The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Trust and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.

In order to discharge these responsibilities, the Trustees appoint people with appropriate skills and knowledge to serve on Local Governing Committees (LGC) which have been established to assist with the good governance in accordance with Articles 100 - 104. The Trust Board delegates responsibility for the oversight of school performance to the LGC and this is set out within the Scheme of Delegation.

The Trust Board has overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of its schools. This is both exercised through strategic planning and the setting of policy and is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trust has the power to amend or suspend the Scheme of Delegation at any time.

In making decisions, all parties must apply the seven principles of public life, as follows:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Decision Making

Decisions of the Trust are made at different levels depending upon, delegated roles and responsibilities, financial levels of accountability and designated functions of identified Officers of the Trust as identified in the approved Job Descriptions.

Every trust has Members who have a similar role to shareholders of a company limited by shares.

Members: Members are appointed in line with the Articles of Association. Their key responsibilities include appointing trustees and, where necessary, removing them. Members are also responsible for appointing the external auditor and approving any changes to the Articles of Association. The DfE's stated preference is that academy trusts should have at least five members, and the Trust is compliant with this requirement.

Trustees: The Board of Trustees is the Trust's accountable body, ensuring compliance with the Funding Agreements, company law, and charity law. Trustees are appointed in accordance with the Articles of Association.

The current Chair is Mark Granby.

Chair's Action: The Trust has included within the governance arrangements, precautions for dealing with emergencies, where decisions may be urgently required, for occasions when it would not be possible to convene an emergency meeting. Meetings of the Trust Board may be called at short notice and arranged within a week when necessary. There may, however, be situations which arise where a 'delay' would be likely to be '***seriously detrimental***' to the interests of the schools or Trust, any pupil at the schools or their parents or a member of staff within the Trust.

The Chair of the Board would be consulted in all the above cases but may use their discretion to establish the urgency of the matter and, should it be deemed necessary, may use 'Chair's action' to make a decision. This would only apply where an urgent, sensitive matter requires a decision within – for example a 48-hour period, accounting for the fact that to convene a meeting within this timescale would not be feasible. In the Chair's absence, the power to use 'Chair's action' will also apply to the Vice-Chair, but only if the Chair is not contactable.

If it was deemed necessary for 'Chair's action' to be taken, this would then be reported at the next Trust Board meeting and formally recorded.

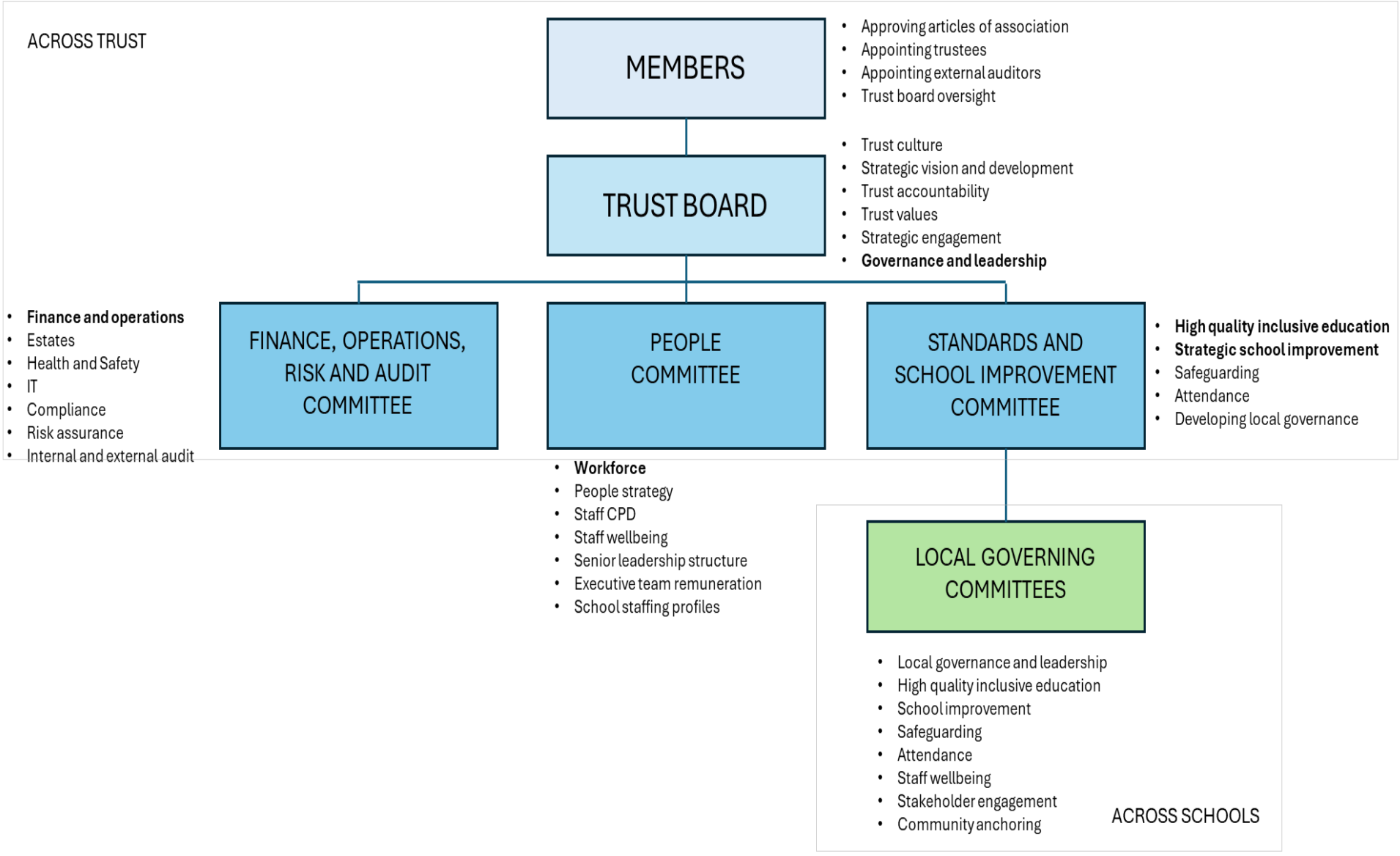
The Scheme of Delegation is designed so that all functions and decisions not specifically included are delegated to the CEO as the Accounting Officer. In order to manage the day-to-day running of the Trust Business, some of these functions will be delegated by the CEO to the following Executive Officers:

- Chief Operating Officer;
- Chief Finance Officer;
- Director of School Improvement and Safeguarding.

It must be noted that, in circumstances where an individual school is causing concern and has been designated as Stabilise under the Trust's School Improvement Strategy - indicating that the school does not currently have the capacity to secure rapid and sustainable improvement, the Trust Board and Executive Team will assume those responsibilities that would ordinarily be delegated to the Local Governing Board and/or Headteacher. This may include strategic, operational, and leadership functions necessary to restore stability and drive improvement.

Furthermore, where a school is deemed to be making poor or unsustainable financial decisions, the Trust Board and Executive Leadership Team may formally intervene and take direct responsibility for financial management. This action ensures that appropriate controls, compliance measures, and financial stewardship are in place to safeguard the school's long-term viability and the Trust's overall financial integrity

THE KEEP LEARNING TRUST – GOVERNANCE STRUCTURE AND KEY ROLES AND RESPONSIBILITIES



Overview of Delegations – Reading the Grid

√ - governance function and decision-making is at this level
C - to be consulted prior to decision being made
Note: Decisions relating to the Trust Board may be delegated to a Board committee but not the CEO (unless specifically agreed by Trustees), Local Governing Committee or Headteacher. Decisions delegated to the CEO may be further delegated to another member of the Executive Team when deemed appropriate. Trust policies are to be adopted by our individual schools Trust template polices or template procedures are to be adapted by each individual school

Function		Trust Board & Committees	CEO	LGC	HT
Governance Framework_ People	Trustees: appoint/remove (inc. Chair of Trust Board)	C			
	Board committee chairs: appoint and remove	√			
	Named safeguarding trustee: appoint and remove	√			
	Named SEND trustee: appoint and remove	√			
	Setting expectations for trustee conduct	√			
	Fostering equality, diversity and inclusion through building a diverse and representative board profile	√			
	Clerk to board: appoint and remove	√			
	LGC chairs: appoint and remove	√			
	LGC members: appoint and remove	√		C	
	Clerk to LGC: appoint and remove	√			
Governance Framework_ Systems & Structures					
	Articles of association: review and agree	√			
	Governance structure for the trust: establish and review annually	√	**C**		
	Committee terms of reference and scheme of delegation: agree annually	√	**C**		
	Annual schedule of governance business: agree	√		**C**	
Function		Trust Board & Committees	CEO	LGC	HT

Governance Framework_ Systems& Structures	Governance arrangements on Trust website: ensure publication		√		
	Governance arrangements on school websites: ensure publication				√
	Annual self-review, external review of board effectiveness	√		C	
	Annual report and accounts, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money	√	C		
	Determine trust wide policies which reflect the trust's ethos and values: approve	√	C		
	Delegate admissions policy and process, including appeals, to the Local Authority for all schools	√			
	Application of admission procedures				√
	Appoint Interim Executive Board	√			
	Address complaints in accordance with the Trust Complaints Procedure and following the escalation process detailed as appropriate	√	√	√	√
	Form Exclusion Hearing Panels as required	√		√	
Strategic Direction Setting and Stakeholder Engagement	Engagement with stakeholders – schools at community level and CEO and Trust strategically	√	√	√	√
	Determine trust's vision, strategy and key priorities: approve	√	C	C	C
	Determine school's vision	C	C	√	C
	School's key priorities		C	C	√
	Staff Voice activities: monitor and ensure feedback is acted upon		√		C
	Student & Parent Voice activities: monitor and ensure feedback is acted upon		C		√
	Set School Improvement Plans		C	C	√
	Monitoring progress on trust's key priorities	√	C		
	Monitoring progress on school key priorities		C	√	C

	Function	Trust Board & Committees	CEO	LGC	HT
Workforce	Chief Executive Officer: appoint and dismiss	√			
	Chief Finance Officer: appoint and dismiss	√	**C**		
	Other Central Team positions: appoint and dismiss		√		
	HTs: appoint and dismiss	**C**	√	**C**	
	School Senior Leaders: appoint and dismiss		√		**C**
	Other school staff: appoint and dismiss				√
	Performance management of the Chief Executive Officer	√			
	Performance management of the Central Team		√		
	Performance management of Headteachers		√		
	Performance management of other school staff				√
	Agree changes to Trust's staff structure with annual cost above CEO delegated approval	√	**C**		
	Agree changes to Trust's staff structure with annual cost below CEO delegated approval		√		
	Schools' staffing structure: agree		√		**C**
	Overseeing staff wellbeing, workload and working conditions		√		**C**
	Oversight of initiatives to support staff well-being	√	C	C	**C**
	Schools staff handbooks, which include, code of conduct, H&S Safeguarding procedures		**C**		√
School Improvement	Approve and monitor the School Improvement Strategy for the Trust	√	**C**		
	Produce School Self Evaluation Form		**C**		√
	Monitor School Self Evaluation Form	**C**	√	**C**	**C**
	School Development Plan oversight		√	√	**C**
	School Development Plan monitoring and impact		√	**C**	**C**
	Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements		**C**		√
	Setting and delivering school curriculum and assessment in line with trust approach		C		√

	Develop curriculum policies as required by schools:		C	C	√
	Production of individual school data		C		√
	Function	**Trust Board & Committees**	**CEO**	**LGC**	**HT**
	Monitoring of individual school performance data (e.g., attendance, exclusions, vulnerable groups, progress)		C	√	C
	Implement behaviour and attendance policies		C	√	√
	Scrutinise behaviour and attendance trends – school level and Trust wide	√	C	√	C
	Ensure a robust safeguarding culture and compliance – school level and Trust wide	√	C	√	C
	Monitor safeguarding compliance – school level and Trust wide	√	C	√	C
	Oversight of initiatives to support pupil well-being – school level and Trust wide	√	C	√	C
	Production of trust data		√		C
	Lead and develop SEND provision and statutory processes		C		√
	Monitor SEND outcomes and statutory compliance – school level and Trust wide	√	C	√	C
	Monitoring of trust performance data (e.g., attendance, exclusions, progress)	√	C		
	Holding school leaders to account	C	√	√	
	Approve the deployment of school-to-school support		√	C	C
	Monitor the deployment of school-to-school support	C	√	C	
	Receive and review termly reports from Headteachers, providing overview of school improvement			√	C
Trust Growth					
	Strategy for growth: approve and monitor	√	C		
	Proposals for schools/trusts transferring into the Trust: review and approve	√	C		
	Due diligence: agree process	√	**C**		

	Due diligence: complete and report		√		

Function		Trust Board & Committees	CEO	LGC	HT
Financial Management & Oversight	Trust's scheme of financial delegation: agree, monitor and review	√	C		
	External auditors' report: receive and respond – who appoints – internal audit		√		
	External auditors' report: approve	√			
	CEO pay award: agree – taking independent advice	√			
	COO; CFO & DSIS pay award: agree	√	C		
	Headteachers' pay award: agree		√		
	Staff pay progression: review and agree		√		
	Benchmarking and trust wide value for money: ensure robustness		√		
	Budget plan to support delivery of trust key priorities: agree	√	C		
	Budget plan to support delivery of schools' key priorities: agree		√		C
	Monitoring budget: agree reporting	√	C		
	Compliance with the Trust Master Funding Agreement	√	C		
	Compliance with the Academy Trust Handbook	√	√		
	Annual report to the Trust Board against KPIs		√		
	Review and agree central services percentage	√	C		
	Annual pay awards in line with National Pay agreements	√	C		
	Arranging Insurance for the Trust assets and buildings		√		
	Review the Trust Charging and Remissions policy		√		
	Review the Trust's Financial Procedures in line with the Academy Trust Handbook		√		
	Prepare the Three-year sustainable Trust budgets		√		
	Approve three-year sustainable Trust budgets	√			

	Prepare the Annual Budget for the Trust		√		
	Agree the Annual Budget for the Trust and schools	√			
	Prepare the Annual Budget for the Schools		√		C

	Function	Trust Board & Committees	CEO	LGC	HT
Operations & Compliance	Setting Trust Admissions Policy	✓	C		
	Approve changes to the published admissions number for each academy	✓	C		
	Keeping admission and attendance registers				✓
	Ensuring compliance with SEND Code of Practice			C	✓
	Delivering support for looked after children and previously looked-after children				✓
	Monitoring Pupil Premium spend and PE and sport premium				✓
	Setting the Trust wide Health and Safety Policies, Estates Management Strategy	✓	C		
	Ensuring compliance at school level on Safeguarding, H&S, Code of Conduct, Employment & Statutory Compliance Checks		C		✓
	School Website Compliance		C		✓
	Agree internal audit and reporting arrangements	✓	C		
	Setting Trust wide Policies	✓	C		
	Setting Trust Safeguarding Principles, with regard to statutory guidance including appointing the Trust Designated Safeguarding Lead.		✓		
	Setting safeguarding policies **Trust template to be used by individual schools**	✓	C		
	Setting the Trust wide Behaviour Statement **Trust template to be used by individual schools**	✓	C		
	Setting the Trust wide Exclusion Policy	✓	C		
	Setting approach to directing pupils offsite, exclusions	✓	C		C
	Setting the length of the school day and school year- term dates!!	✓	C		C
	Managing school premises day to day		C		✓
	Overseeing the Trust Estate		✓		
	Setting the Trust wide uniform policy	✓	C		
	Setting approach to staff appointment and dismissal, with regard to statutory requirements		✓		
	Setting approach to appraisal and performance management		✓		

	Setting HR policies these are Trust wide policies e.g. appraisal, pay, disciplinary, grievance, capability)		✓		
	Setting the Trust wide Whistleblowing Policy.	✓			
	Trust Website Compliance		✓		