Scheme of Delegation

The Scheme of Delegation sets out how governance, accountability and decision-making responsibilities are allocated across the Trust.

Twynham Learning seeks to balance trust-wide alignment and consistency with appropriate professional autonomy and local decision-making, ensuring that delegation supports both accountability and school improvement.

Introduction

The Scheme of Delegation is one of the Trust's key governance documents. It sets out how governance, accountability and decision-making responsibilities are allocated across the Trust, ensuring there is clarity about who has authority to make decisions, who is accountable for those decisions and how oversight and assurance are exercised. The Scheme of Delegation defines the responsibilities reserved to the Board of Trustees, together with those delegated to Board Committees, School Ambassador Committees and executive leaders. By establishing clear lines of responsibility and accountability, it supports effective governance, promotes transparency and enables decisions to be taken at the most appropriate level across the Trust.

As an academy trust, Twynham Learning is both an exempt charity and a company limited by guarantee. The Board of Trustees has statutory duties and responsibilities arising from charity law, company law, education legislation, its Articles of Association, Funding Agreement and the Department for Education's Academy Trust Handbook. Whilst the Board may delegate certain functions, it cannot delegate its overall accountability for the performance, financial sustainability, compliance and governance of the Trust. This Scheme of Delegation provides a framework through which those responsibilities are exercised effectively while ensuring appropriate local engagement and operational leadership.

The Board of Trustees is the Trust's legally accountable governing body. All governance powers derive from the Board and may only be exercised by committees, School Ambassador Committees or executive leaders where authority has been formally delegated through this Scheme of Delegation.

Governance Structure

Twynham Learning operates through a clear governance structure in which responsibilities are distributed appropriately whilst maintaining a strong line of accountability back to the Board of Trustees.

Members are responsible for safeguarding the Trust's constitutional arrangements and charitable purpose.

Members appoint and remove trustees, receive the Trust's annual accounts and have certain powers under the Articles of Association. They provide an important layer of accountability by holding the Board of Trustees to account for the effective governance of the Trust.

Trustees are both charity trustees and directors of the charitable company and collectively form the Trust Board.

The Board is the Trust's legally accountable governing body and employer, responsible for setting strategy, ensuring educational excellence, safeguarding public funds, managing risk and securing compliance with statutory and regulatory requirements.

Trustees provide challenge and support to executive leaders and are ultimately responsible for the success of the Trust.

In carrying out its responsibilities, the Board focuses on three core governance functions: setting strategic direction and culture, holding executive leaders to account for educational and organisational performance and ensuring effective stewardship of public money and resources.

Local Governors – our School Ambassador Committees – contribute local knowledge, stakeholder engagement and school-level oversight. They operate under powers delegated by the Trust Board and help ensure that Trustees remain connected to the experiences of pupils, parents, staff and communities. Their role is defined by this Scheme of Delegation and may vary over time as the Trust develops.

Unlike Trustees, members of School Ambassador Committees do not carry the legal responsibilities of charity trustees or company directors and exercise only those powers delegated by the Trust Board.

The Executive Team, led by the Chief Executive Officer, is responsible for the day-to-day management and operation of the Trust and its schools. The executive implements the strategy agreed by the Board, manages resources, leads school improvement and ensures that policies and procedures are applied effectively across the organisation. The executive exercises authority delegated by the Board and is held accountable through robust reporting and assurance arrangements.

Committees support the Board in discharging its statutory responsibilities by providing detailed scrutiny and oversight of key areas such as finance, audit, risk, education and governance.

Committees act within Terms of Reference approved by the Board and report their findings and recommendations back to Trustees, enabling informed decision-making while retaining overall Board accountability.

The Governance Professional (Company Secretary) plays a key role in ensuring high standards of governance across the Trust providing professional advice to Members, Trustees, Board Committees, Local Governance Committees and executive leaders on governance law, regulation and best practice. They support compliance with the Trust's obligations as both a charitable company and academy trust, ensure governance decisions are accurately recorded and implemented, maintain statutory registers and records and facilitate effective communication between the various layers of governance.

The Governance Professional does not ordinarily hold delegated decision-making powers unless specifically authorised by the Board but plays an essential role in supporting transparency, accountability and effective governance across the Trust.

Principles of Delegation

Effective delegation relies upon open communication, consultation and reporting between governance and leadership functions to ensure transparency, accountability and informed decision-making across the Trust.

In delegating authority, the Board seeks to balance effective central oversight with appropriate local autonomy, ensuring decisions are made at the level closest to the pupils and communities they affect wherever possible. Delegation does not remove accountability. All delegated authority ultimately derives from the Board of Trustees, which remains responsible for ensuring that the Trust fulfils its charitable objects, complies with its statutory obligations and delivers high-quality education for all pupils.

Certain functions are reserved to Members or the Board of Trustees by law, the Articles of Association, the Funding Agreement or the DfE Academy Trust Handbook and cannot be delegated. These reserved matters are identified within this Scheme of Delegation.

This Scheme of Delegation is reviewed annually by the Board of Trustees and may be amended to reflect changes in legislation, regulation, organisational structure or strategic priorities.