

Veritas Multi Academy Trust

Scheme of Delegation

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Introduction

A multi academy trust's (MAT) board of trustees is accountable in law for all major decisions about their academies. However, this does not mean that the Trust Board will make every decision within the Trust. They will delegate some governance and decision-making responsibilities to the Chief Executive (CEO), Headteachers, Trust Committee Groups and Local Academy Committees (LACs).

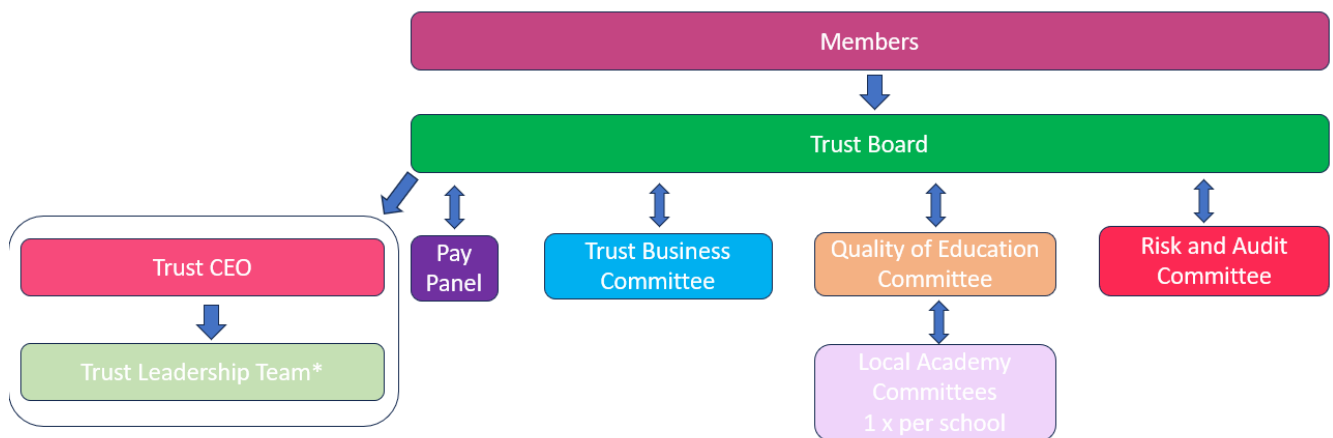
Purpose of the Scheme of Delegation

This key document is intended to:

- Define the lines of responsibility and accountability in Veritas Multi Academy Trust.
- Be a simple yet systematic way of ensuring that the Members, Trustees, Local Academy Committee governing bodies and Headteachers are all clear about their roles and responsibilities.
- Ensure the executive leadership is clear about which decisions the MAT Trust Board retains and the extent of executive powers.
- Promote a culture of honesty, transparency, and accountability.
- Identify where the Trust Board retains responsibility for determining policy, risk management, oversight of budgets, financial management and educational performance.

The Scheme of Delegation will be reviewed annually, but should the need arise, it may be adapted in response to any significant changes or growth in the Trust.

Veritas Multi Academy Trust Governance Structure and Model of Delegation



The Scheme of Delegation allows for two-way dialogue between committees and key stakeholders. The Trust Leadership Team includes the Trust Business Manager, Governance Professional & Company Secretary and Headteachers of each school within the Trust.

Veritas MAT Roles and Responsibilities

The role of the Members

- The members of the Trust are guardians of the governance of the trust and must ensure the Trust carries out its charitable objectives.
- There must be at least three Members of the Trust. Members are not permitted to be employees of the Trust. The DfE recommend Trusts should have five or more.
- The Members are responsible for the Trust's Articles of Association, (the legal document which outlines how the trust will operate).
- Members should receive information about the Trust's performance and receive the annual report and accounts.
- Members are responsible for overseeing that Trustees are fulfilling their responsibilities and are able to remove Trustees that are failing to carry out the Trust's charitable objectives.
- The Trust Board reports annually on the performance of the Trust to the Members.

The role of the Trustees

- The Trustees are responsible for the delivery of the vision and the strategic development of the Trust and in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement, are legally accountable for all statutory functions and for the performance of all schools within the Trust.

- Ensures an inclusive culture in all its schools that is motivating and ambitious for all, including disadvantaged children and children with Special Educational Needs and Disabilities (SEND) and English as an Additional Language (EAL), so that children can achieve their full potential.
- Trustees must approve a written Scheme of Delegation of financial powers that maintains robust internal control arrangements, including if they choose to delegate to Trust Board Committees or LACs.
- Trustees approve committee Terms of Reference.
- Trustees appoint and remove Trustees. Trustees also appoint and remove Chairs and LAC members.
- Trustees appoint the CEO, to whom it delegates responsibility for delivery of the Trust's vision and strategy.
- Trustees are required to meet 4 times a year, with the final meeting of the year also coinciding with a Strategy Day.
- Trustees approve recommendations from Trust Board Committees and Trust Policies.

Trust Board Committees

Trustees delegate some of the governance functions and decision making to relevant committees outlined below, which include the Quality of Education Committee, Trust Business Committee, Risk and Audit Committee and the Local Academy Committees (LACs).

- Operating within the mission and values of the Trust.
- The Quality of Education, Trust Business and Risk and Audit Committees must have at least 2 Trustees in Membership and Trustees must be in the majority for voting purposes.
- The Quality of Education, Trust Business and Risk and Audit Committee members and Chairs are appointed according to their skills.
- Trust Committees will meet 4 times a year.
- Full roles and responsibilities for each committee is established within their own Terms of Reference, as summarised below. The Terms of Reference for each Committee will be agreed at the first meeting of each new academic year.

Quality of Education Committee

The committee's specific function is to support the Trust Board, CEO and relevant members of the executive team in their responsibilities for the educational performance of the trust and its pupils in the context of the Trust's strategy.

The Quality of Education Committee is responsible for:

- Scrutinising and monitoring of the quality of education, including curriculum and enrichment, to ensure an inclusive culture in all its Schools so that all pupils can achieve their full potential.
- Monitoring pupil outcomes and standards and quality of teaching and learning throughout the Trust.
- Reviewing attendance data and behaviour across all Schools.

- Reviewing the opportunities available to build cultural capital, improving pupils' health and wellbeing across the Trust.
- The Quality of Education Committee delegates specific responsibilities for monitoring and reporting educational standards to LACs. The Quality of Education Committee will ensure that this delegated responsibility is being purposefully carried out through a monitoring process.

Trust Business Committee

This Committee is delegated functions relating to the financial management, people strategy and human resources and infrastructure. The Trust Business Committee is responsible for:

- Detailed scrutiny of financial management including budgets and monthly reports and providing summary and recommendation for approval to the Trust Board, including raising any financial anomalies.
- Scrutiny of the Trust and School budgets and presenting these to the Trust Board for approval.
- Review of the annual financial audited accounts and make a recommendation to the Trust Board.
- Review and scrutinise the Trust's People Strategy and make recommendations to the Trust Board for actions to align with the Trust vision.
- Receive reports from the Trust Business Manager on infrastructure, including progress reports on project implementation.
- Monitor the implementation of the Trust's pay policy including facilitating a pay review committee to agree senior leadership remuneration.
- Make recommendations for approval of Trust's policies pertaining to finance, people and infrastructure.
- Instigate processes to support due diligence for academies joining the MAT.

Risk and Audit Committee

This Committee is authorised to investigate any activity within its terms of reference pertaining to risk or specifically delegated to it by the Trust Board or one of its committees.

The Risk and Audit Committee is responsible for:

- The internal scrutiny of the Trust's systems and methods of control, aligned to the three-year schedule, agreed by the Trust Board, ensuring the Trust is complying with the overall requirements for internal scrutiny as specified in the Academy Trust Handbook.
- Monitoring the Trust's internal control, risk management and assurance processes.
- Monitoring the Trust's risk register and making recommendations to the Trust Board.
- Providing reports and recommendations to the Trust Board of the effectiveness and adequacy of the Trust's internal systems of control, governance and risk management processes.
- Embedding a culture across the Trust where every individual feels they have a part to play in the risk management of the Trust.
- Maintaining a timeline of statutory duties to comply with health and safety legislation.

Role of the Local Academy Committees (LACs)

The Trust Board delegates the four local tier functions of Governance to the LACs, including SEND, Safeguarding, Stakeholder Engagement and Standards (Educational and other).

LAC members are tasked with scrutinising and providing assurance to Trustees that the school they are responsible for

- Upholding the mission and values of the Trust and supporting the delivery of the Trust and School Improvement Plan priorities.
- Receiving and scrutinising the Headteacher's reports to monitor and challenge outcomes and school improvement for the local tier functions.
- Agreeing targets and actions to ensure high-quality and inclusive education that is motivating and ambitious for all including disadvantaged children and children with Special Educational Needs and Disabilities (SEND) and English as an Additional Language (EAL), so that children can achieve their full potential fulfilling the delegated responsibilities from the Quality of Education Committee.
- Ensure robust and rigorous safeguarding procedures are in place.
- To agree, review and monitor Pupil Premium and Sports Premium funding and spend.
- Creating a positive culture and climate for all stakeholders and engaging with stakeholders (staff, parents and families) regularly and acting as an ambassador for the Trust.
- Ensuring a culture of wellbeing for pupils and staff and governors.
- Approving school level policy documents.

Role of the Chief Executive (CEO)

- The Trust Board delegates the day-to-day management of the Trust to the CEO, line managing them in line with the Trust's appraisal and performance management policies.
- The Trust Board delegates responsibility for the delivery of the Trust's vision and strategy to the CEO and will hold the CEO to account for the conduct and performance of the Trust, including the Schools within the Trust and for its financial management.
- The CEO is also the Accounting Officer (AO) and has a personal responsibility to parliament for the regularity, propriety and value for money of the Trust and assuring the Board about compliance with the funding agreement and Academy Trust Handbook.
- The CEO is responsible for the leadership and management of the executive team and line manages Headteachers at each of the Schools within the Trust.

Role of Headteachers

- Lead, uphold and ensure the Trust's mission and values is apparent in everything we do.
- Work with the CEO and Local Academy Committee in developing the vision for the school to ensure alignment with the Veritas MAT mission, values and vision

- Work with the Trust Business Manager and Finance and HR Business Lead to ensure financial and budgetary processes are in place
- Work with the Governance Professional to ensure high quality and effective governance is in place
- Undertake and produce an annual self-evaluation to inform the annual School Improve Plan
- Produce Head Teacher reports for the Local Academy Committees
- Headteachers will be active participants in School Business Meetings and contribute to the Risk Log and Risk Management for their School.

Scheme of Delegation (SoD)

Matrix

A delegation matrix sets out how governance functions are delegated, forming the most substantive part of the SoD.

	Task	Members	Trust board	Risk and Audit	Trust Business Committee	Quality of Educati	CEO	CFO	Governance Professional	Local Academy Committee (LAC)	Headteachers
1. Trust governance											
1.1	Appoint/remove members	✓									
1.2	Appoint/remove trustees	✓	✓								
1.3	Elect chair/vice chair of trustees annually		✓								
1.4	Appoint committee chairs annually and remove when necessary		✓								
1.5	Determine powers of chair of trustees in urgent situations		✓								
1.6	Establish and review trust governance structure		✓								

1.7	Agree named safeguarding trustee		✓								
1.8	Agree named trustee for special educational needs and disabilities (SEND)		✓								
1.9	Appoint trust governance professional		✓				✓				
1.10	Undertake trust governance professional appraisal annually		✓				✓				
1.11	Articles of association: review		✓								
1.12	Articles of association: ratify changes	✓									
1.13	Agree scheme of delegation and complete annual review		✓								
1.14	Agree committee terms of reference (including academy committees) and complete annual review		✓	✓	✓	✓				✓	
1.15	Agree role description for link governor/trustee areas		✓						✓		

1.16	Agree trust board and committee meeting dates and agendas		✓				✓		✓		
1.17	Commission external review of trust board effectiveness every three years		✓	✓							
1.18	Complete annual trust board self-evaluation		✓								
1.19	Publish governance arrangements on trust and academy websites								✓		
1.20	Ensure trust and academy websites are compliant and effective								✓		
1.21	Maintain compliance on GIAS and Companies House								✓		
1.22	Submit annual report on the performance of the trust to members		✓						✓		
1.23	Maintain register of interests		✓						✓		
1.24	Maintain a trustee/governor expenses policy		✓						✓		
1.25	Approve statutory policies		✓	✓	✓	✓					

1.26	Ensure there is a clear approach to trust-wide policies and the maintenance and adoption of these across the trust						✓		✓		
1.27	Appoint/remove academy committee chairs									✓	
1.28	Appoint/remove academy committee members (local governors)		✓							✓	
1.29	Agree academy committee clerking arrangements								✓	✓	
1.31	Agree academy committee meeting dates and agendas, ensuring trust-wide consistency								✓	✓	✓
1.32	Complete periodic review of local governance		✓						✓		
1.33	Set clear expectations on monitoring and visits to schools		✓						✓		
1.34	Ensure board reporting channels are established		✓						✓		
1.35	Agree remit and constitution of any working party		✓								

	established to support trust's strategic objectives										
2. Vision and strategy											
2.1	Determine trust's vision, strategy, ethos/culture and key priorities		✓				✓				
2.2	Agree trust growth strategy		✓				✓				
2.3	Determine non-statutory trust-wide policies						✓		✓		
2.4	Determine academy level policies						✓		✓		✓
3. Finance											
3.1	Appoint and performance manage chief financial officer (CFO)						✓				
3.2	Produce trust's financial manual to further expand on processes relating to delegated financial powers		Trust board to approve					✓			
3.3	Produce annual report and accounts		Trust board to approve				✓	✓			
3.4	Submit required financial reports and returns							✓			

3.5	Agree budget plan to support delivery of trust strategic priorities		✓				✓	✓			
3.6	Agree budget plan to support delivery of academy strategic priorities						✓	✓			✓
3.7	Monitor trust budget		✓	✓	✓		✓	✓			
3.8	Approve long term financial plans		✓		✓		✓				
3.9	Develop and submit three-year budget forecast		Trust board to approve		To review		✓	✓			
3.10	Carry out benchmarking and trust-wide value for money evaluation						✓	✓			
3.11	Agree reporting and monitoring arrangements for trust and academy budgets		✓		✓		✓	✓			✓
3.12	Prepare management accounts every month setting out the trusts financial performance and position		To be shared with chair of trustees every month and circulated at every		To review			✓			

			full trust baord meeting								
3.13	Approve expenditure/contracts above a specified threshold		✓								
4. Operations											
4.1	Appoint and remove external auditors	✓		✓							
4.2	Receive external auditor's report	✓									
4.3	Ensure ATH requirements relating to the review of the external auditor's plans, findings and effectiveness are adhered to			✓							
4.4	Action recommendations arising from internal audits						✓	✓			
4.5	Agree and deliver a programme of internal scrutiny ensuring the effective use of external third- parties to support the trust			✓			✓				

4.6	Agree risk management policy		Trust board to approve	✓			✓				
4.7	Oversee the risk register and undertake a full review at least annually		✓	✓							
4.8	Undertake termly review of risk register			✓							
4.9	Manage and report on risk mitigation strategies						✓	✓			✓
4.10	Maintain trust contingency and business continuity plans						✓	✓			
4.11	Monitor implementation of, and compliance with, health and safety policy and procedures at academy level						✓				✓
4.12	Agree premises management documents, including estate vision, estate strategy and asset management plan						✓	✓			
4.13	Monitor academy estates to ensure they are safe and well-maintained							✓			✓

4.14	Ensure that there is suitable expert support on health and safety						✓	✓			
4.15	Secure suitable insurance (commercial and/or the risk protection arrangement (RPA)) for the trust							✓			
4.16	Develop a cyber security framework						✓				
4.17	Agree on proportionate controls that address the risks of fraud, irregularity and theft through relevant policies and processes			✓			✓				
4.18	Ensure there is adequate company secretarial support		✓								
4.19	Appoint a data protection officer (DPO)						✓		✓		
4.20	Complete and maintain Single Central Record (SCR)						✓				✓
4.21	Receive routine reports on the status of the SCR			✓							
5. Workforce											

Appointing/ dismissing	5.1	CEO/Accounting Officer		✓								
	5.2	Other executive team staff						✓				
	5.3	Headteacher						✓			✓	
	5.4	Academy level staff members										✓
Performance management and determining pay/ progression	5.5	CEO		✓								
	5.6	Other staff members of executive team						✓				
	5.7	Headteacher						✓			✓	
	5.8	Academy level staff members										✓
Undertake panel hearings for staffing procedures such as disciplinary, grievance and capability matters	5.9	CEO		✓								
	5.10	Other staff members of executive team		✓								
	5.11	Headteacher						✓			✓	
	5.12	Academy level staff members									✓	

5.13	Determine executive team staffing structure						✓				
5.14	Determine academy level staffing structure						✓				✓
5.15	Ensure appointment of DSLs and deputy DSLs						✓				✓
5.16	Ensure appointment of SENCOs						✓				✓
5.17	Ensure there is effective school improvement capacity within, or accessed by, the trust					✓	✓	✓		✓	
5.18	Monitor compliance with safer recruitment requirements		✓				✓			✓	✓
5.19	Monitor staff wellbeing and workload				✓		✓			✓	✓
5.20	Monitor staff statutory training (safeguarding, prevent, H&S etc) and impact of CPD					✓	✓			✓	✓
6. Curriculum											
6.1	Approve trust-wide curriculum						✓				

6.2	Agree equality information and objectives (public sector equality duty) statement and monitor delivery		✓				✓		✓		
6.3	Ensure provision of religious education						✓				✓
6.5	Ensure compliance with SMSC requirements including the promotion of British values		✓				✓				✓
6.7	Monitor the inclusiveness of the curriculum					✓				✓	✓
7. Pupils and learning support											
7.1	Ensure high standards of teaching and learning					✓	✓				✓
7.2	Set targets for pupil outcomes across trust and monitor in-year data termly						✓				✓
7.3	Agree school improvement strategies					✓	✓				✓
7.4	Determine use and monitor impact of pupil premium									✓	✓

7.5	Determine use and monitor impact of sports premium									✓	✓
7.6	Set the dates of school terms and holidays						✓				
7.7	Set the times of school sessions						✓				
7.8	Monitor attendance and persistent absence of pupils					✓	✓			✓	✓
7.9	Ensure effective and compliant trust-wide SEND provision		✓			✓	✓			✓	✓
7.10	Regularly monitor compliance with SEN code of practice						✓				
7.11	Monitor effectiveness of SEND provision at an academy level, ensuring compliance with relevant policies and statutory requirements						✓			✓	✓
7.12	Monitor progress and attainment for all vulnerable children					✓	✓			✓	✓
7.13	Monitor support for looked after and previously looked after children					✓	✓			✓	✓

7.14	Monitor pupil behaviour data across different pupil groups					✓	✓			✓	✓
7.16	Review headteacher decision to suspend/exclude pupils						✓			✓	
7.17	Monitor rates of suspension and exclusion across the trust					✓	✓				
7.18	Ensure school food standards are met for pupils						✓				✓
7.19	Ensure free school meal provision is adequately implemented						✓				✓
7.20	Ensure the provision of universal infant free school meals						✓				✓
7.21	Deliver inclusive extra-curricular activities										✓
7.22	Monitor children's wellbeing and how this is actively supported					✓	✓			✓	✓
7.23	Monitor provision and outcomes for EAL pupils					✓	✓			✓	✓

7.24	Monitor safeguarding arrangements at academy level, ensuring compliance with relevant policies and statutory requirements.					✓	✓			✓	✓
8. Parents and community											
8.1	Implement admissions appeal process									✓	✓
8.2	Review complaints at panel stage		✓			✓				✓	
8.3	Monitor all complaints raised (including through external agencies e.g LA, ESFA and Ofsted) across the trust		✓			✓	✓				
8.4	Engage with key stakeholders at academy level									✓	✓

