

## Landau Forte Charitable Trust Scheme of Delegation

### Introduction

The Scheme of Delegation sets out the delegated powers between the different bodies involved in the governance and operation of the Trust and member academies. The bodies include:

1. Trust Members
2. Trust Board of Directors
3. LF Executive Leadership Group
4. Trust Finance & General Purposes Committee
5. Trust Audit Committee
6. Trust Remuneration Committee
7. Academy Local Governing Body
8. Trust Chief Executive Officer
9. Trust Director of Operations
10. Trust Leadership Group
11. Principal of a group of or an individual Academy
12. Head of Academy for an individual Academy
13. Academy Leadership Group

The delegated powers are broken down into different levels in line with the Trust's principles of governance, leadership and operation. The delegated autonomy for individual academies is aligned with the need for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education (DfE), Education & Skills Funding Agency (ESFA), HMRC and Companies House.

Three different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined and that there are other levels not listed, such as propose, consult and implement.

- Approve (A)
- Recommend (R)
- Monitor, Question & Report (M)

The Scheme of Delegation should be read in conjunction with the Trust's Articles of Association and the Terms of Reference for the relevant body. While the Scheme is designed to be comprehensive it will not cover every task.

Where there are queries these should be initially directed to the Trust's Company Secretary.

## **Governance Overview**

The number of schools converting to Academies is increasing. The National School Commissioner (NSC) has made clear that Multi-Academy Trusts are the vehicle to facilitate this growth. He has also stipulated that only Trusts with a strong record of achievement, and strong governance structures, will be sponsored to grow.

There are six main bodies in the Trust's governance structure, each with defined responsibilities. The basis of these is as follows:

### **Members**

- Ability to wind up Trust
- Ability to change Articles of Association
- Select and deselect Directors of the Trust

### **Trust Board**

- Legal responsibility to DfE for all Academies
- Strategy and direction of the Trust
- Financial stability and financial probity
- Recruitment of senior staff, including Principals.
- Monitoring effectiveness of governance structure

### **LF Executive Leadership Group**

- Approve and monitor budgets
- Approve and monitor educational targets
- Monitor and approve School improvement actions

### **Finance and General Purposes Committee**

- Review and recommendation of budgets prepared by the Finance team, in conjunction with Academy Principals.
- Monitor performance against agreed budgets
- Review and recommendation of Capital spending plans
- Oversight of Treasury and investment functions

### **Audit Committee**

- Recommendation to appoint external auditors
- Review of external audit reports
- Review of risk register as prepared by Finance Team
- Review of Directors' expenses

### **Academy Local Governing Body**

- Monitor and validate measures of academic progress
- Monitor and validate teaching quality assessments
- Monitor and validate use of Pupil Premium grants
- Ensure compliance with Safeguarding and Special Needs policies
- Monitor compliance with agreed budgets

Appendix 1 contains the current Governance and Leadership Structures of the Trust

### Trust Policies

A key task for the Trust is to develop and monitor a range of policies that member academies are expected to adopt. These policies are summarised in the LFCT Handbook, available to all Trustees and Governors via the Portal and Staff via the Trust Intranet; policies include those listed below:

<b>Operational Policies</b>	<b>Employment &amp; Staff Policies</b>
Whistleblowing Policy	Remuneration Policy
Financial Policies & Procedures	Grievance & Disciplinary Procedures
Safeguarding Policy	Staff Development & Training Policy
Health & Safety Policy	Maternity, Paternity and Parental Leave
Data Protection Policy	Staff Recruitment Policy
Freedom of Information Policy	Staff Attendance Policy
Complaints Policy	
SEN & Inclusion	

## Authority Task List

This list is not exhaustive. The list will be reviewed and revised once a year by the Audit Committee

	Task	Notes	Members	Trustees	LF Executive Group	F & GP	Audit	Academy LGB	Remuneration Committee	CEO	Exec Group	Company Sec	Principal	Head of Academy
1.	<b>Governance</b>													
1.1	Approve Trust Articles of Association		A	R										
1.2	Approve Trust Board Terms of Reference		A	R										
1.3	Approve Trust Scheme of Delegation		A	R										
1.4	Approve new convertor or sponsored academies joining MAT		A	AR	R									
1.5	Establish Trust Committees		A	R										
1.6	Approve Trust Committee Terms of Reference		A	R										
1.7	Approve Local Governing Body (LGB) Terms of Reference			AR	R									
1.8	Establish LGB working groups	From various sources		A	R			R						
1.9	Appoint Chair of Trust Board	From various sources	A	R										
1.10	Appoint Chair of LGB	From various sources		A	R									
1.11	Remove Chair of LGB	In exceptional circumstances		A	R			R		R	R			
1.12	Appoint (and remove) LGB members	As per agreed composition			A			AR		AR	R			
1.13	Appoint (and remove) Chair(s) of Trust Committees			AR	R									
1.14	Appoint (and remove) Trust Committee members	As per agreed composition		A		AR	AR							
1.15	Appoint (and remove) Company Secretary			AR	R									
1.16	Appoint (and remove) Clerk to LGB									A		R		
1.17	Organise calendar of Trust Board and LGB meetings			A	A			A		R		M		
1.18	Approve Directors Expenses Policy					AR	M							
2	<b>Educational Performance</b>													
2.1	Trust Strategic Plan			AM	AM					RM				
2.2	Academy Performance Targets			M	M			AM		RM	M		R	R

	Task	Notes	Members	Trustees	LF Executive Group	F & GP	Audit	Academy LGB	Remuneration Committee	CEO	Exec Group	Company Sec	Principal	Head of Academy
2.3	Academy Performance Review e.g. SEF			M	M			AM		RM	M		R	R
2.4	Academy 3 year plan			M	M			M		AM	M		R	R
2.5	Academy 1 year plan			M	M			M		AM	M		R	R
2.6	Academy Teaching & Learning Plan			M	M			M		A	M		R	R
2.7	Curriculum Policy			M	M			M		A	R			
2.8	Sex Education Policy			M	M			M		A	R			
2.9	Religious Education Policy			M	M			M		A	R			
2.10	SEN & Inclusion policy							M		A	R			
2.11	Trust Staff Development Plan			M	M			M		A	R			
2.12	Academy Staff Development Plan			M	M			M		A	R			
2.13	Trust Inset Days							M		A	R			
2.14	Prevent: Radicalisation & Extremism Policy			M	M			M		A	R			
<b>3</b>	<b>Staff Policies &amp; Pay</b>													
3.1	Remuneration Policy						A		R					
3.2	Approve Annual Awards (Global)			A					R	R				
3.3	Pay Awards – VPs, HoA, Principals, DoF, CEO								A	R				
3.4	Job Role Salary & Grading Policy								A	R		R		
3.5	Changes to Employee Terms & Conditions			M	M	A				RM		RM		
3.6	Adoption of Transferring Policies & Collective Agreements			A	A	A				R		R		
3.7	Teachers Annual Pay Award			A	A				R	RM		R		
3.8	Support Staff Annual Pay Award			A	A				R	RM		R		
3.9	Individual Performance Pay Awards (none Exec)								A	A		RM	R	R
3.10	Performance Management Policy	Produced in Conjunction with Legal Advisors						M	A	R	M			
3.11	Disciplinary Policy						A			R		RM		
3.12	Grievance Policy						A			R		RM		
3.13	Capability Policy						A			R		RM		
3.14	Whistleblowing Policy						A			R		RM		

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3.15	Restructuring & Redundancy Policy						A			R		RM		
3.16	Health & Safety Policy			A	A		A			R		RM		
3.17	Writing of job references									A		AM	A	
3.18	Writing of New Job Descriptions									A		ARM	R	R
3.19	Changes to Job Descriptions									M		AM	A	A
<b>4</b>	<b>Staff Management</b>													
4.1a	Trust & Academy Leadership structures			A	R					AR	M	R	R	R
4.1b	Creation of new post >£50,000 salary			M	M					A		AR	R	R
4.1c	Creation of new post < £50,000 salary			M	M			M		A		AR	R	R
4.2	CEO appointment			AR	R									
4.3	Director appointment (employee)			AR	R	R	R			RM				
4.4	Principal appointment	As per agreed process		A	R					R		R		
4.5	Senior Academy Leadership Appointments	Made in line with policy						M		A		RM	R	R
4.6	Teaching and learning support staff appointments									M		A	A	R
4.7	Support Staff appointments									M		A	M	M
4.7	Suspension of CEO			AR										
4.8	Return of CEO after suspension			AR										
4.9	Dismissal of CEO			AR										
4.10	Suspension of Principal	Advised by HR advisors in full knowledge of the Chair of the Trust		A						RM		RM		
4.11	Return of Principal after suspension			A						R		RM		
4.12	Dismissal of Principal			A						R		RM		
4.13	Suspension of teaching and support staff			M	M			M		AM		A	A	R
4.14	Return of teaching and support staff after suspension			M	M			M		AM		A	A	R
4.15	Redundancy of staff			M	M			A		AR		AR	R	R
4.16	Restructuring of staff			M	M			A		AR		AR	R	R
4.17	Academy Leadership Disciplinary/Grievance:													
	Investigation							M					A	

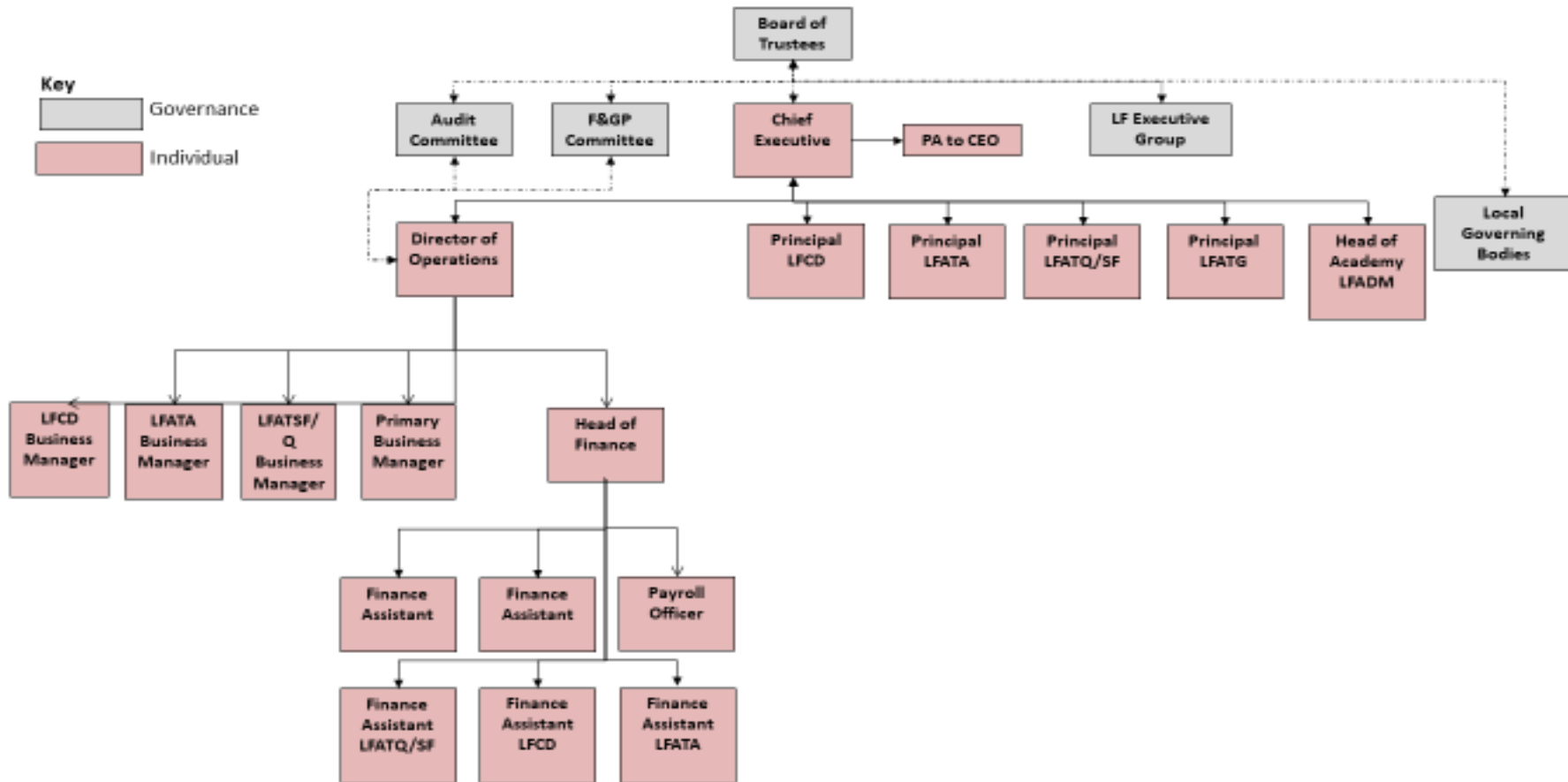
	Task	Notes	Members	Trustees	LF Executive Group	F & GP	Audit	Academy LGB	Remuneration Committee	CEO	Exec Group	Company Sec	Principal	Head of Academy
	Hearing							M		A				
	Appeal							A						
4.18	Academy Staff Disciplinary/Grievance:													
	Investigation							M						A
	Hearing							M					A	
	Appeal							A						
<b>5</b>	<b>Financial Governance &amp; Management</b>													
5.1	Trust Financial Policies & Procedures			M	M	M	A			R		RM		
5.3	Appoint Trust auditors		A			R	R					MR		
5.4	Academy 1 year Budget			A	A	AM		M		AM		MR	M	M
5.5	Academy 3 year Budget Plan			M	A	AM		M		AM		MR	M	M
5.6	Trust 1 year Budget			A	M	AM				AM		MR		
5.7	Trust 3 year Budget Plan			M	M	AM				AM		MR		
5.8	Academy Management Accounts			A	M	AM		M		M		MR	M	M
5.9	Trust Management Accounts			A	M	AM				R		MR		
5.10	Trust Annual Accounts		A				AR			R		R		
5.11	Annual Directors Report			A			AR			R		R		
5.12	Trust Academies Accounts Return to ESFA									AM		R		
5.13	Response to Auditor's Management Letter			M	M		A			R		R		
<b>6</b>	<b>Financial Authorisation</b>													
6.1	Expenditure or contracts up to Lower Limit	Subject to inclusion in approved budget. Following Financial Procedures.				M				M	M	AR	MR	MR
6.2	Expenditure or contracts from Lower Limit to Upper Limit					M				A		AR	MR	MR
6.3	Expenditure or contracts from Upper Limit to OJEU limit					M				A		AR		
6.4	Expenditure over OJEU limit (tender)					A	M			R		MR		
6.5	Disposals or write off of stock, assets or debts up to Lower Limit					M	M					AR		
6.6	Disposals or write off of stock, assets or debts from Lower Limit to Upper Limit					A	M					R		

	Task	Notes	Members	Trustees	LF Executive Group	F & GP	Audit	Academy LGB	Remuneration Committee	CEO	Exec Group	Company Sec	Principal	Head of Academy
6.7	Disposals or write off of stock, assets or debts over Upper Limit (up to AFH limit)					A	M					R		
6.8	Compensation payments up to £50,000					M	M			AR		AR	R	R
6.9	Compensation payments over £50,000			M		A	M			AR		AR	R	R
6.10	Trustee or Governor expenses						M			A		R		
6.11	Gifts and Hospitality					M	M			AR		AR		
6.12	Purchase of ICT Software and Hardware									M	M	A	R	R
6.13	Purchase of Multi-year contracts									M	M	A	R	R
6.14	Authorisation of Monthly Payroll									M		A		
<b>7</b>	<b>Academy Policies &amp; Procedures</b>													
7.1	Academy times, terms and holidays							M		A	R			
7.2	Change of Academy Age Range	Subject to Full Consultation & Funding Agreements		A				R		R				
7.3	Expansion of Academy PAN			A				R		R				
7.4	Extension of Academy provision			A				R		R				
7.5	Child Welfare & Safeguarding Policy							A		A	M		R	R
7.6	Attendance Policy & Plan							A		A	M		R	R
7.7	Pupil Premium Policy							M		A			R	R
7.8	Pupil Premium Plan							M		AM			R	R
7.9	Academy Educational Visits Policy							M		AM			R	R
7.10	Pupil Behaviour & Exclusions Policy							M		A	M		R	R
7.11	Short-term Exclusion							M		AM			A	R
7.12	Return after short-term exclusion							M		AM			A	R
7.13	Permanent Exclusions							M		AM			A	R
7.14	Appeals against Permanent Exclusion	Independent panel						A		AM			R	R
7.15	Complaints Policy							M		AM		M	A	R
7.16	Complaints Appeals	To be handled in line with policy						A		A				
7.17	Admissions Policy							M		AM	M		R	R
7.18	Allocation of places against Admissions Policy	LA scheme						M		AM			R	R



	Task	Notes	Members	Trustees	LF Executive Group	F & GP	Audit	Academy LGB	Remuneration Committee	CEO	Exec Group	Company Sec	Principal	Head of Academy
7.19	Admissions Appeals	Independent panel											R	
7.20	Academy prospectus							M		A		M	A	R
7.21	Academy website							M		AM			A	R
7.22	Academy logo & branding			A	R			R		R	R			
7.23	Academy uniform							M		AM			R	R
7.24	Extended services on site							M		A	M		A	R
<b>8</b>	<b>Premises &amp; Assets</b>													
8.1	Asset Management & Policy					A				M		RM		
8.2	Capital Programme					MA				R	R	RM		
8.3	ICT Strategy					MA				R	R	RM		
8.4	Disposal of Non-Land/Building Asset		A	A		M				M		RM		
8.5	Disposal of Land or Building			A		RA				AR		R		

# LFCT Structure September 2019



# Landau Forte Charitable Trust Governance Structure



**Key:**  
 Accountability (dashed blue arrow)  
 Line Management (solid red arrow)  
 Governance (green box)  
 Sub Committee (blue box)  
 Individual (white box)

