SCHEME OF DELEGATION

April 2025

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About this Scheme of Delegation

Trust Context, Vision and Values

Lincolnshire Gateway Academies Trust (LGAT) has seven academies across Lincolnshire, North East Lincolnshire and North Lincolnshire with two new primary Free Schools set to open as part of the Trust in September 2025. The Trust was founded in 2012. The Trust has a large experience with re-start academies and has seen great success in turning around these establishments.

The Trust has several layers of governance - the Members, Trust Board, Trust Board Committees, Executive Leadership Team led by the CEO and the Local Governing Bodies which provide academy-focussed challenge and support.

This Scheme of Delegation is underpinned by LGAT's **Vision and Values** of:

- **Collaboration** - our Trust is not an island. By working with parents, other schools, the community and local councils we can exceed what we can do by ourselves.

- **Respect** - we respect ourselves and each other. We respect our diverse communities of pupils, parents and staff.

- **Aspiration** - we are ambitious. We aim high for ourselves and for others. We believe that we can make a real difference to all those we serve.

- **Integrity** - we are honest with ourselves and each other. We do things for the right reasons. We are open and transparent in all our interactions with those we serve.

- **Service** - we are here to serve the families in our local communities through providing the best possible education.

- **Accountability** - we are directly accountable to our students and their families. We are also accountable to the communities in which our academies are located.

Summary of Governance Layers

Within LGAT, there are several layers of governance. The overarching role and responsibilities of each governance tier is as follows:

- **Members** - Members have responsibility for ensuring the purpose of the Trust is met, and for determining the Trust's constitution and governance structure. They are the guardians of the objects and governance of the Trust. Members have an overarching oversight role, but are referenced in their role to appoint Trustees and the external auditors. The Trust has 5 Members. The Trust's Articles of Association apply.

- **Trust Board** - The Trust Board holds ultimate legal **accountability** for all aspects of operational delivery, as well as being **responsible** for Trust policy and decision-making. The Trustees oversee the management and administration of the Trust and the academies run by the Trust and delegate authority and responsibility to others, including executive officers and academy leadership teams who undertake the day-to-day management of the academies. Key matters reserved to the Board include strategic direction, vision and values, and approval of the Trust's Development Plan, policies and educational targets. The Trust Board is supported by the Finance Committee, the Audit and Risk Committee, the Pay and Performance Committee, the Senior Staff Remuneration Committee, the Complaints Committee and the Governing Board Discipline Committee.

- **Executive Team** - The Executive Team comprises: the CEO, CFO, Director of ICT & Estates, the HR manager, the Estate & Operations Manager, the Estate Projects Manager, the Director of School Improvement, the Executive Principal (Secondary) and Executive Principal (Primary). The Executive Team is **responsible** for the operational running of the organisation at Trust level and **supporting** Trust academies with academy level operational matters.

- **Principal** - the Principal is **responsible** for a range of operational delivery areas within their academy.

- **Local Governing Bodies** - The Local Governing Bodies (LGBs) are accountable to the Trust Board for ensuring that the Principals fulfil their responsibilities for educational outcomes for children and young people, safeguarding, health and safety and special educational needs. The LGBs provide a crucial challenge and support role by monitoring academy outcomes.

Committees of the Board

All committees are appointed by and accountable to the Board, in line with the Articles of Association and the Funding Agreement.

Local Governing Bodies (LGB)

Each academy has a local governing body.

Quorum

At least one Trustee appointment and three others.

Constitution

- At least 2 persons appointed by the Trustees of the Trust.
- 2 Parents of pupils at the constituent academy (by local election).
- The Principal in an ex officio capacity.
- An elected non-voting representative of the staff of the constituent academy.

Terms of reference

1. To meet each term
2. To support the effective operation of the Trust and implementation of its policies.
3. To provide support and challenge to the local academy executive.
4. To ensure the trust board are engaged with the Academy, its students, its parents and the local community.
5. To bring issues and risks to the attention of the Trust board.

Finance Committee

Quorum

Three trustees

Constitution

- Trustees form the majority on this Committee.
- The Board appoints a Chair and Vice Chair from the Non-Executive Trustees of the Board.

- Membership includes the CEO as trustee with normal voting rights, and the CFO in a non-voting capacity.
- The Committee may invite any member of the of Senior Executive Team to attend.
- The Internal Auditor may be invited to attend meetings of the Committee.

Terms of reference

The Board delegates the regular detailed monitoring of budget income and expenditure to this Committee.

1. To meet at regular intervals (at least twice a term) to review in detail the budget monitoring reports of the Trust's central operations and its constituent academies along with associated papers presented by the CEO/CFO.
2. To authorise the disposal of assets beyond the delegated limits to the CEO.
3. To deal with all matters pertaining to tendering for services, arranging quotations, letting contracts where the potential cost exceeds the limit delegated to the CEO and in accordance with the Trust's Financial Regulations.

<u>Audit and Risk Committee</u>

Quorum

Three non-executive trustees

Constitution

- No members of the Finance Committee may sit on this committee.
- The Board appoints a Chair and Vice Chair.
- The CEO and CFO should normally be invited.
- The Committee may invite any member of the of Executive Team to attend.
- The Internal Auditor should be invited to attend meetings of the Committee when required.
- The Board delegates the regular and detailed monitoring of internal controls.
- No Non-Executive Trustee members of the Finance Committee may sit on this committee.

Terms of reference

This is a statutory Committee responsible for providing assurance to the Board on the system of internal controls, risk management and financial probity.

1. To meet at least three times a year.
2. To monitor all internal controls.
3. To inform the work plan for the audit reviews.

4. To receive reports from the Internal Auditor on the effectiveness of the financial procedures and control of the centre and constituent academies.
5. To receive from the CEO the reports on the effectiveness of the financial procedures and control of the Trust in accordance with the Trust's Financial Regulations and the current Academy Trust Handbook.
6. To advise the CEO on their preferred attitude to risk.

Complaints

Quorum

Three, to include at least one trustee.

Constitution

- Any trustee may be a member.
- Any disinterested member of a local governing body may be a member.
- Any independent person from outside the Trust may be invited by the Chair.

Terms of reference

1. To meet when needed.
2. To monitor and report to the Board the frequency and conclusion of complaints.
3. To deal with complaints in line with policies and procedures.
4. To keep the complaints policy and procedures under review.

Pay and Performance Committee

Quorum
At least three trustees.

Constitution

- Any trustee may be a member.
- The Chair of the Finance Committee should normally be a member.

Terms of reference

1. To formulate and keep under review a pay policy that observes all statutory and contractual obligations, and which meets the needs of recruitment, retention and development of staff.
2. To receive reports from the CEO on the performance and pay of all staff in accordance with the Pay and Performance Policy.

Senior Staff Remuneration Committee

Quorum

Three trustees

Constitution

- The Chair of the Board, Chair of Finance and Chair of Audit.
- Any other trustees.
- The CEO should attend to advise on all matters other than his own remuneration.

Terms of reference

1. To receive reports from the CEO in relation to the performance of Principals of constituent academies and members of the Senior Executive Team.
2. To receive recommendations from the CEO in relation to the remuneration of Principals of constituent academies and members of the Senior Executive Team (other than the CEO).
3. To determine the remuneration of Principals of constituent academies and members of the Senior Executive Team.
4. To take evidence from the CEO in relation to his own performance.
5. To determine the remuneration of the CEO in the light of his performance, benchmark comparisons with similarly sized trusts, and the median level of pay across all other salaried staff in the Lincolnshire Gateway Academies Trust.

Personnel

Quorum

At least three trustees

Constitution

- All Trustees are members of this Committee.
- The Board appoints a Chair and Vice Chair from the Non-Executive Trustees of the Board.
- Membership includes the CEO.

Terms of reference

1. To meet when needed.
2. To hear any appeal in relation to staff dismissal in which they have not been involved.

<u>Governing Board Discipline Committee</u>

Quorum

Two committee members.

Constitution

- Any trustee may be a member.
- Any disinterested member of a local governing body may be a member.
- Any independent person from outside the Trust may be invited by the Chair.

Terms of reference

1. To consider parents' representation about any suspension or exclusion under paragraph 97*
2. To consider and decide on the reinstatement of a suspension or permanent exclusion under the terms of paragraph 100*

* Suspension and Permanent Exclusion from maintained schools, academies and pupil referral units in England, including pupil movement - Statutory guidance for those with legal responsibilities in relation to suspension and permanent exclusion. September 2024

Scheme of Delegation Framework

The Trust Board hold the power to delegate certain authorities to other layers of governance in the Trust. This scheme of Delegation outlines how these delegations are made, to ensure clear and transparent governance arrangements. It aligns with the Trust's Articles of Association, internal Terms of Reference, and relevant Government guidance as issued by the Department for Education (DfE) and Education and Skills Funding Agency (ESFA). This Scheme of Delegation is written according to the '**RASCI**' framework, based on the various operational areas of activities at Lincolnshire Gateway Academies Trust. It outlines who is:

- **Responsible** for delivering the area of activity/decision in line with agreed academy policies

- **Accountable** for the area of activity/decision - this is usually the Trust Board as the legally accountable and liable body

- **Supporting** the area of activity/decision, which may be through practical support or supporting the detailed consideration of a decision

- **Consulted** on the area of activity/decision to receive feedback

- **Informed** of the area of activity/decision through agreed communications channels

Chair's Action

No individual trustee is empowered to make decision on behalf of the Trust outside any specific authority set out in this Scheme of Delegation. However, as an exception, the Chair of Trustees can make a decision as a single trustee which a delay in doing so would be

- Seriously detrimental to the interest of the Trust and any of its academies and
- it would not be possible to postpone the decision to a meeting of trustees.

In most cases, before taking Chair's Action, the Chair will ask the Board for their views. Chair's Action is a standing item on the Board agenda and any Chair's Action taken will be ratified at the earliest opportunity which will normally be at the next Board meeting.

Scheme of Delegation Format

The table shows which tier(s) of governance are Responsible [R], Accountable [A], Supporting [S], Consulted [C] or Informed [I] for each of the key areas of delivery. It outlines roles and responsibilities across key delivery areas between the Trust Board [TB] including the following committees: Finance [F], Audit & Risk [A&R], Complaints [C], Pay & Performance [P&P], Senior Staff Remuneration [SSR], Pupil Discipline [PD] and Local Governing Bodies [LGB]. The Trust has a detailed Financial Scheme of Delegation known as the Financial Regulations. It has the following sections:

- Organisation
- Accounting system
- Financial planning
- Payroll
- Purchasing
- Tendering policy
- Income
- Cash management
- Fixed Assets

Scheme of Delegation Approval and Renewal

Lincolnshire Gateway Academies Trust Scheme of Delegation is renewed and approved by the Trust Board annually, so that the roles and responsibilities outlined continually reflect organisational realities and updates to statutory legislation.

Lincolnshire Gateway Academies Trust Scheme of Delegation

Key: Delegation: Responsible [R], Accountable [A], Supporting [S], Consulted [C] or Informed [I]

Key: Governance layers: Finance [F], Audit & Risk [A&R], Complaints [C], Pay & Performance [P&P], Senior Staff Remuneration [SSR], Pupil Discipline [PD] and Local Governing Bodies [LGB]

Area of Responsibility	Members	Trust Board		Committees	LGBs	Executive Leadership Team	Academy Principals
Vision, ethos and strategy (including compliance)							
Setting Trust vision		A	R			C	
Setting Trust Strategic Plan		A	R			C	
Setting Trust Development Plan		A				R	
Setting Trust culture and values		R				C	
Setting academy development plans in line with Trust priorities		A			S	C	R
Engaging with parents		A					R
Ensuring compliance with equalities legislation		A			S	R	R
Nominating safeguarding lead trustee		A	R		R		I
Nominating SEND lead trustee		A	R		R		
Ensuring finance skill set on board		A	R	R [F]		I	I
Establishing and appointing board committees		A	R			C	
Establishing and appointing local governing bodies		A	R			C	
Setting governance policies (data protection, information sharing, cyber security, Freedom of Information, code of conduct, complaints, whistleblowing		A			C	R	I
Setting trust safeguarding practices, with regard to statutory guidance, including appointing designated safeguarding lead (DSL)		A		I	I	I	R
Delivering support for looked after children		A			S		R
Carrying out disclosure (DBS) checks		A				R	
Setting safeguarding policies (Child Protection and Safeguarding, Safer Recruitment)		A			S	R	R
Setting health and safety policies and estates management strategy		A				R	C
Setting admissions policies						A	R	C
Attending trust inspections		R			R	R	R
Education performance and staff performance management							
Setting trust approach to curriculum and assessment, with regard to statutory requirements					S	S	R
Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements					S	S	R
Setting and delivering school curriculum and assessment in line with Trust approach					S	S	R

Area of Responsibility	Members	Trust Board	Committees	LGBs	Executive Leadership Team	Academy Principals
Developing curriculum policies as required by academies (religious education, relationships, sex & health education, collective worship)				S	S	R
Production and analysis of educational data				S	S	R
Setting behaviour and welfare policies (behaviour, exclusions)				C	C	R
Delivering careers guidance, with regards to statutory requirements				I	S	R
Ensuring compliance with SEND Code of Practice		A		S	S	R
Setting approach to directing pupils offsite, exclusions		A		R [PD]	C	R
Keeping admission and attendance registers		A				R
Setting approach to staff appointment and dismissal, with regard to statutory requirements		A	C [P&P]		R	C
Setting approach to appraisal and performance management		A	C [P&P]		R	C
Setting pay levels, including executive pay		A	C [P&P]		R	
Setting HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment)		A	C [P&P]		R	I
Financial performance						
Appointing senior executive leader as Accounting Officer		A R			R	
Appointing Chief Financial Officer (CFO)		A R				
Setting delegated authority limits for financial transactions		A R			C	
Establishing controls framework including internal audit		R	R [A&R]		C	
Developing budget		A		C	R	C
Delivering monthly management accounts and forecasts		A			R	
Managing cash position		A			R	
Monitoring pupil premium spend including year 7 literacy and numeracy catch-up and PE and sport premium		A		C	C	R
Appointing external auditor	R	I	C [A&R]		C	
Delivering annual report and accounts, with regard to accounts consolidation exercises required by DfE	C	A			R	
Developing finance policies (charging and remission, procurement)		A	C [F]		R	
Managing conflicts of interest and related party transactions			C [F]		R	
Ensuring compliance with ESFA requirements		A	C [F]		R	
Ensuring adequate insurance cover is in place including relevant approvals on indemnities		A	R [F]		R	
Maintaining risk register		A	C [A&R]	C	R	