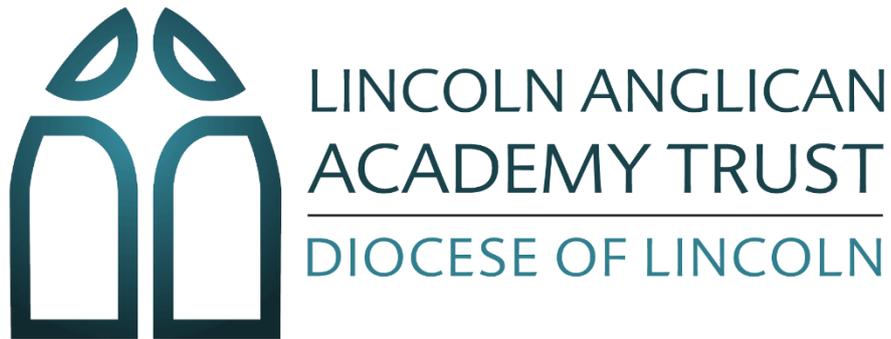


Scheme of Delegation to Member Academies



September 2020

Schools serving their communities through excellence, exploration and encouragement within the love of God.

The diocese of Lincoln is called to faithful worship, confident discipleship and joyful service and our church schools bear witness to our belief that every child is made in the image of God and loved by Him. They were founded for the good of their local communities so that children can be educated through the values and stories of Christianity.

Rationale

The underlying principles for this Scheme of Delegation are;

That all schools within the Trust are in a partnership of equals, irrespective of their length of membership.

- The Trust is a registered charity and it remains true to its aims and objectives
- The Trust is mindful that their function is to ensure that all statutory obligations are met

LAAT Vision

Lincoln Anglican Academy Trust has adopted the Lincoln Diocesan vision for Church schools as its own vision. This underlines to all the strong family links between the two separate organisations and supports everyone in their understanding that diocesan schools within LAAT continue to be part of the diocesan family.

The need for pupils to actively engage in Excellence, Exploration and Encouragement underpin LAAT's belief that all children need to flourish in a creative environment that allows them to become all that God intended.



Vision:

Schools serving their communities through Excellence, Exploration and Encouragement within the love of God

Principles:

Leaders at all levels will be servant leaders sharing the responsibility for all of the children in all of the schools.

We will build a family of schools with strong Christian values at the centre of all that we do flowing out to transform local communities

We will hold true to our values and aspirations keeping all children at the heart of all of our decisions

General Information

As an exempt charity and company limited by guarantee, the Lincoln Anglican Academy Trust (the "Company", "LAAT") is governed by appointees of the Lincoln Diocesan Board of Education and the Methodist Academy School Trust (the "Directors") who are responsible for, and oversee, the management and administration of LAAT and Academies run by LAAT ("Academies").

LAAT is accountable to external government agencies including the Department for Education ("DfE"), the Education and Skills Funding Agency ("ESFA") and the Charity Commission (including any successor bodies), for the quality of the education provided by the Academies and its management of public funds and it is required to have systems in place through which it can assure itself of quality, safety and good practice.

In order to assist in the discharge of these responsibilities, the Board of Directors of LAAT (the "Main Board") may appoint people who have connections to a particular Academy to serve on a Committee of the Board of

Directors established to support the good governance of that Academy. LAAT Directors have established two such Committees; Local Boards and Local Councils.

This Scheme of Delegation (this "Scheme") explains the ways in which the Directors fulfil their responsibilities for the leadership and management of LAAT and the respective roles and responsibilities of the Main Board, as well as the Local Boards and Local Councils.

This Scheme has been put in place by the Directors from the Effective Date in accordance with the provisions of LAAT's Articles of Association (the "Articles") and it should be read in conjunction with those Articles. References in this Scheme to numbered Articles are to the relevant clause of the Articles. In the case of conflict between a provision of the Articles and a provision of this Scheme, the provision of the Articles shall prevail.

Trust Object and Purpose

The Company's Object as defined in the Articles is:

"to advance for the public benefit education in the United Kingdom, ... by establishing, maintaining, carrying on, managing and developing Academies with a designated Church of England religious character...offering a broad and balanced curriculum conducted in accordance with the principles, practices and tenets of the Church of England and for joint Anglican/Methodist schools to the practices and tenets of the Methodist Church both generally and in particular in relation to arranging for religious education and daily acts of collective worship and in having due regard to the advice of Lincoln Diocesan Board of Education and where applicable the Methodist Academy School Trust. (MAST)".

The primary purpose of LAAT is to ensure that every LAAT student achieves the highest possible levels of attainment within an appropriate learning and built environment. LAAT comprises a number of such environments - the component Academies. While each Academy will operate within this Scheme, the ethos of LAAT is that all the Academies will work collaboratively, to enable students and staff to flourish and grow through an educational model where each of the component parts works together, with the strong supporting the weak and the weak challenging the strong.

A Church Academy recognising its historic foundation will preserve and develop its religious character in accordance with the principles of the Church of England and in partnership with the Church at parish and diocesan level. For such academies without a religious character LAAT will support the development of the academy's particular character.

Each Academy will work collaboratively with other Academies run by LAAT, noting in particular the close working links with hub academies whilst retaining any successful partnership links and clusters with other schools and academies and the wider family of Church of England schools, sharing resources, knowledge and best practice as may be appropriate with the following objectives in mind, supporting each other to:

- Achieve consistently high standards of learning and teaching;
- Develop curriculum design and collaboration which optimise opportunities for students and provide 'added value' progress for them; provides excellent information, advice and guidance in order to make informed choices; ensure effective learning behaviour and interpersonal relationships;
- Provide support building upon individual specialisms and/or areas of identified strength between schools and academies to improve key aspects of performance;
- Achieve best value in service delivery and financial management, especially where partnership working can add value.
- Allow the flourishing of each child spiritually, morally, academically, physically

Roles and Responsibilities

The Role of the Members

The Members of the Trust are guardians of the governance of the Trust and as such have a different status to Directors. Members are the signatories to the Memorandum of Association and agree the Trust's Articles of Association. The Articles of Association describe how Members are recruited and replaced, and how many of the Directors the Members can appoint to the Trust Board. The Members appoint Directors to ensure that the Trust's charitable object is carried out and so are able to remove Directors if they fail to fulfil this responsibility. Accordingly, the trust board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's articles of association.

There will be at least three members, and while Members are permitted to be appointed as Directors, in order to retain a degree of separation of powers between the members and the Trust Board, and in line with DfE expectations, no Directors, other than the Chair of Directors as set out in the Articles of Association, will be a Member. Members are not permitted to be employees of the Academy Trust.

The Members will hold the Directors to account on standards and the delivery of the Diocesan vision for education in the Diocese of Lincoln.

The Role of the Directors

LAAT is a charitable company and so Directors are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because Directors are bound by both charity and company law, the terms 'trustees' and 'directors' may be used interchangeably.

The Board of Directors are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of all schools within the Trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive to account for the educational performance of the Trust's schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the Trust and make sure its money is well spent

The Board of Directors has the right to review and adapt its governance structure at any time which includes removing delegation.

The Role of Board Committees

The Board of Directors may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three Directors) and responsibilities of board committees are set out in the committee's terms of reference. The Trust Board will appoint board committee chairs and committee members according to their skills.

The LAAT Board of Directors has established three committees:

- Business and Finance
- Schools and Standards
- Audit and Risk

The Role of the Chief Executive Officer (CEO)

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies and so the CEO line manages academy Headteachers and Executive Headteachers, and is responsible for conducting their performance management. The CEO may delegate the performance management of Headteachers and Executive Headteachers to the Deputy CEO or School Effectiveness Adviser, as appropriate.

The CEO is the accounting officer so has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the Central Team of the academy trust. The CEO will delegate executive management functions to the Central Team and is accountable to the Trust Board for the performance of the Central Team.

The Role of the Local Board

The Directors may establish Local Boards to carry out some of its school level governance functions, and delegated responsibilities are set out in the Local Board Terms of Reference and the decision matrix at Appendix 2. Directors are not required to sit on Local Boards, although along with members of the Central Team, Directors may attend Local Board meetings as required. The Directors will appoint the Chair Local Board, and will also appoint LAAT, Foundation and Community members of the Local Board.

Delegated functions of the Local Board include:

- Building an in-depth understanding of how the school is led and managed
- Monitoring whether the school is:
 - Working within agreed policies
 - Meeting their agreed targets
 - Managing their finances well
- Engaging with stakeholders
- Being a point of consultation and representation
- Reporting to the Trust Board

As a committee of the board, delegation can be removed at any time.

The Role of the Local Council

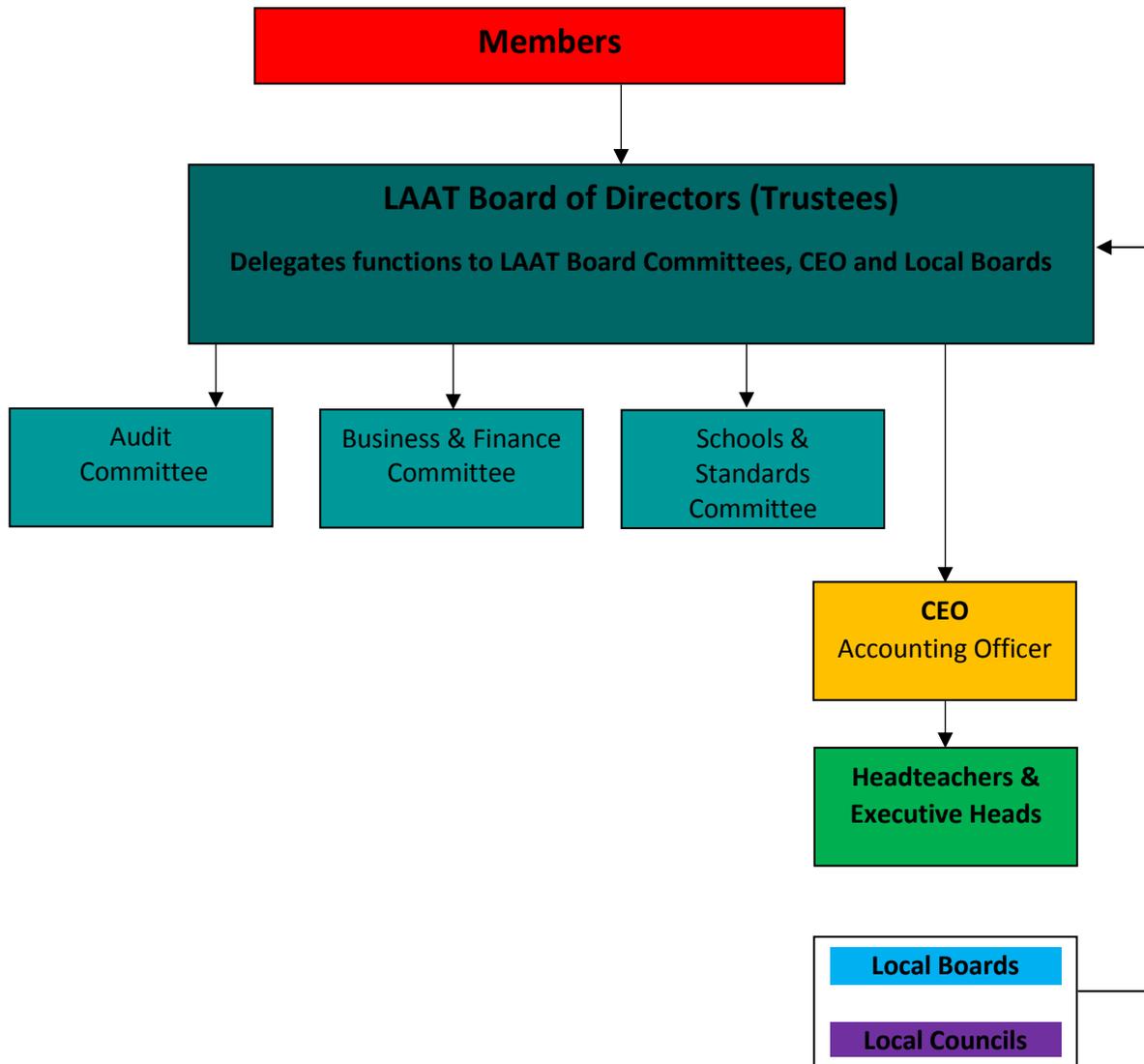
The Directors may establish Local Councils to carry out some of its school level functions, and delegated responsibilities are set out in the Local Council Terms of Reference and the decision matrix at Appendix 2. Directors are not required to sit on Local Councils, although along with members of the Central Team, Directors may attend Local Council meetings as required. The Directors will appoint the Chair Local Council, and will also appoint LAAT, Foundation and Community members of the Local Council.

Delegated functions of the Local Council include:

- Building an understanding of how the school is led and managed
- Developing and actively promoting the school's Vision within the school and wider community
- Developing communication strategies and engagement with stakeholders
- Developing and nurturing links with the Church and Community
- Being a point of consultation and representation

As a committee of the board, delegation can be removed at any time.

Appendix 1: Governance Structure



Role of Members

- Appoint Directors
- Receive the accounts
- Appoint External Auditors

Role of Directors

- Make all strategic decisions regarding the Trust
- Appoint and hold the CEO to account
- The ultimate accountable body for all schools

Role of Local Boards

- Monitor, challenge and hold School Leaders to account for the educational performance of the school
- Monitor and challenge school development and action plans to ensure targets and key priorities are being met
- Drive forward the school Vision

Role of Local Councils

- Drive forward the school Vision
- Develop effective links with the Church and community
- Hold leaders to account for creating a culture which enables staff and pupils to excel

Appendix 2: Decision Matrix

Column 1: Members

Column 2: LAAT Board of Trustees (may delegate functions to relevant Committees)

Column 3: Chief Executive Officer (may delegate functions to relevant members of the Central Team)

Column 4: Local Boards (LB)

Column 5: Local Councils (LC)

Column 6: Headteacher/Executive Headteacher

✓ Action to be undertaken at this level

A Provide advice and support to those accountable for decision making

< > Direction of advice and support

People Decision	Delegation					
	Members	Trust Board	CEO	Local Board	Local Council	Headteacher
Members: Appoint/Remove	✓					
Directors: Appoint/Remove	✓					
Role descriptions for Directors/chair/specific roles/Portfolio Holders/Committee/LC/LB members: agree		✓	< A			
LAAT/Foundation/Community LB Members: appoint and remove		✓		< A		
LAAT/Foundation/Community LC Members: appoint and remove		✓			< A	
Trust Committee Chairs: appoint and remove		✓				
LB Chairs: appoint and remove		✓	< A	< A		
LC Chairs: appoint and remove		✓	< A		< A	
Clerk to Trust Board: appoint and remove		✓				
Clerk to LB: appoint and remove			✓	< A		
Clerk to LC: appoint and remove			✓		< A	

Systems & Structures	Delegation					
Decision	Members	Trust Board	CEO	Local Board	Local Council	Headteacher
Articles of association: agree and review	✓	< A	< A			
Governance structure (committees) for the Trust: establish and review annually		✓	< A			
Terms of reference for Trust Board committees agreed annually		✓				
Terms of reference for LB and LC: agree and review annually		✓		< A	< A	
Skills audit: complete and recruit to fill gaps		✓		✓	✓	
Annual self-review of trust board performance: complete annually		✓				
Annual self-review of LB performance: complete annually				✓		
Annual self-review of LC performance: complete annually					✓	
Annual schedule of business for trust board: agree		✓	< A			
Annual schedule of business for LB: agree		A >		✓		
Annual schedule of business for LC: agree		A >			✓	
Reporting	Delegation					
Decision	Members	Trust Board	CEO	Hub Council	Local Council	Headteacher
Trust governance details on trust and academies' websites: ensure			✓			✓
Academy governance details on academy website: ensure				✓	✓	✓
Register of all interests, business, pecuniary, loyalty for members/trustees/committee members: establish and publish		✓		✓	✓	
Annual report on performance of the Trust: submit to members and publish		✓	< A			
Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓				
Report on work of LB: submit to Trust Board				✓		
Report on work of LC: submit to Trust Board					✓	

Being Strategic	Delegation					
Decision	Members	Trust Board	CEO	Local Board	Local Council	Headteacher
Determine trust wide policies which reflect the trust's ethos and values		✓	< A			
Determine Academy level policies which reflect the Trust ethos and values				✓	✓	✓
Central spend/top slice: agree		✓	< A			
Management of risk: establish register, review and monitor		✓	✓			
Engagement with stakeholders	✓	✓	✓	✓	✓	✓
Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	< A	< A	< A	< A
Academy vision and strategy, agreeing key priorities in line with Trust- wide vision and priorities				✓	✓	< A
Chief executive officer: appoint and dismiss		✓				
Headteacher/Executive Headteacher: appoint and dismiss		✓	< A	< A	< A	
Budget plan to support delivery of trust key priorities: agree		✓	< A			
Budget plan to support delivery of Academy key priorities: agree			✓	< A		< A
Trust's staffing structure: agree		✓	< A			
Academy staffing structure: agree			✓	< A	< A	< A
Community and Church Engagement	Delegation					
Decision	Members	Trust Board	CEO	Local Board	Local Council	Headteacher
To be champions for the school within the local Church and community	✓	✓	✓	✓	✓	✓
Annual action plan for community engagement, including communications with parents, PCC and local community: develop and action					✓	✓
Ensure SDP meets the needs of the latest SIAMS framework				✓	✓	✓
Ensure Collective Worship is delivered in accordance with Trust Deed and statutory requirements				✓	✓	✓

Holding to Account	Delegation					
Decision	Members	Trust Board	CEO	Hub Council	Local Council	Headteacher
Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S): agree		✓	< A >	✓	✓	✓
Reporting arrangements for progress on key priorities: agree			A >	✓	✓	✓
Performance management of the Chief Executive Officer: undertake		✓				
Performance management of Headteacher/Executive Headteacher: undertake			✓	< A	< A	
Staffing Delegation	Delegation					
Decision	Members	Trust Board	CEO	Hub Council	Local Council	Headteacher
Appointment of Senior Leaders other than the Headteacher/Executive Headteacher, within agreed budget allocation			✓	< A	< A	✓
Appointment of other school staff, within agreed budget allocation				A >	A >	✓
Dismissal of Senior Leaders other than the Headteacher/Executive Headteacher			✓			< A
Dismissal of other school staff			✓			< A
Pay on appointment and progression, following appraisal, for the Headteacher/Executive Headteacher			✓			
Pay on appointment and progression, following appraisal, for Senior Leaders			A >			✓
Pay on appointment and progression, following appraisal, for all other teaching staff				A >	A >	✓
Pay on appointment for all other support staff				A >	A >	✓

Ensuring Financial Probity	Delegation					
Decision	Members	Trust Board	CEO	Local Board	Local Council	Headteacher
Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	< A			
Trust's scheme of financial delegation: establish and review		✓	< A			
External auditors' report: receive and respond		✓	< A			
CEO pay award: agree		✓				
Headteacher/Executive Headteacher pay award: agree			✓			
Trust Central Staff appraisal procedure and pay progression: review and agree		✓	✓			
Benchmarking and trust wide value for money: ensure robustness		✓	< A			
Benchmarking and school value for money: ensure robustness			✓	< A		< A
Develop trust wide procurement strategies and efficiency savings programme			✓			
Review and approve trust wide procurement strategies and efficiency savings programme		✓	< A			
Safeguarding	Delegation					
Decision	Members	Trust Board	CEO	Local Board	Local Council	Headteacher
Promote, develop and maintain a robust culture of Safeguarding that has at its heart the welfare and needs of all children and staff	✓	✓	✓	✓	✓	✓
Adopt Trust-wide Safeguarding and Child Protection policy	✓	✓	✓	✓	✓	✓
Ensure Trust-wide Safeguarding and Child Protection policy is being followed and school-based recording systems and processes are robust and compliant		✓	✓	✓	✓	✓
Ensure Single Central Record is maintained in line with Trust expectations and requirements			✓	✓	✓	✓
Ensure Safeguarding audits are conducted annually, and any actions identified are addressed			A >	✓	✓	✓
Monitor practice across the Trust and take appropriate action where Safeguarding practice is falling short of expected standards		✓	✓	< A	< A	< A

Health, Safety & Estates Management	Delegation					
Decision	Members	Trust Board	CEO	Local Board	Local Council	Headteacher
Adopt, monitor and support the implementation of the Trust-wide Health & Safety policy		✓	✓	✓	✓	✓
Ensure that Health & Safety audits are being carried out and any identified actions are being addressed			✓	✓	✓	✓
Conduct site inspections to review any Health & Safety issues, and the security of premises and equipment				✓	✓	✓
Day to day repairs and premises maintenance						✓
Develop and maintain a planned maintenance and estates strategy			A >			✓
Develop and maintain a Trust-wide risk register for estates management		✓	< A			< A
Curriculum and Standards	Delegation					
Decision	Members	Trust Board	CEO	Hub Council	Local Council	Headteacher
Develop, implement and monitor a broad and balanced curriculum which includes: <ul style="list-style-type: none"> Ensuring that the Vision and Ethos of the Trust permeates the curriculum and life at each academy Ensuring that every pupil is well-equipped to follow their vocation as active citizens in service to the world Ensuring that the curriculum, extra-curricular activities and ethos will prepare pupils for life in modern Britain Ensuring that there is a written policy on Relationships and Sex Education (RSE) which meets statutory requirements and reflects the Christian ethos of the school 		A >	A >	A >	A >	✓
Monitor standards of teaching and make decisions to improve practice			✓	< A >		✓
Responsibility for monitoring the progress of individual children and vulnerable groups, including disadvantaged, and taking decisive actions				✓		✓

Awareness and overview of the progress of individual children and vulnerable groups, including disadvantaged and EYFS					✓	
Responsibility for monitoring the progress and provision in EYFS				✓		✓
Responsibility for monitoring the progress and provision of SEND pupils				✓	✓	✓
To approve and review a Charging and Remissions policy for curriculum activities				✓	✓	✓
Determine and agree school-specific policies ensuring that they reflect the school's own and Trust-wide ethos and values				✓	✓	✓
Admissions and Exclusions	Delegation					
Decision	Members	Trust Board	CEO	Local Board	Local Council	Headteacher
To review and approve an Admissions Policy			A >	✓	✓	< A
Responsibility for admissions application and appeal decisions			A >	✓	✓	< A
To appeal against LA directions to admit pupils			A >	✓	✓	< A
To exclude a pupil for a fixed term (less than 45 days in total per year) or permanently						✓
To consider certain exclusions, any representations and appeals in line with the <i>Exclusion from Maintained Schools, Academies and Pupil Referral Units in England</i> guidance				✓	✓	