

# Learning for Life Trust

## Scheme of Delegation



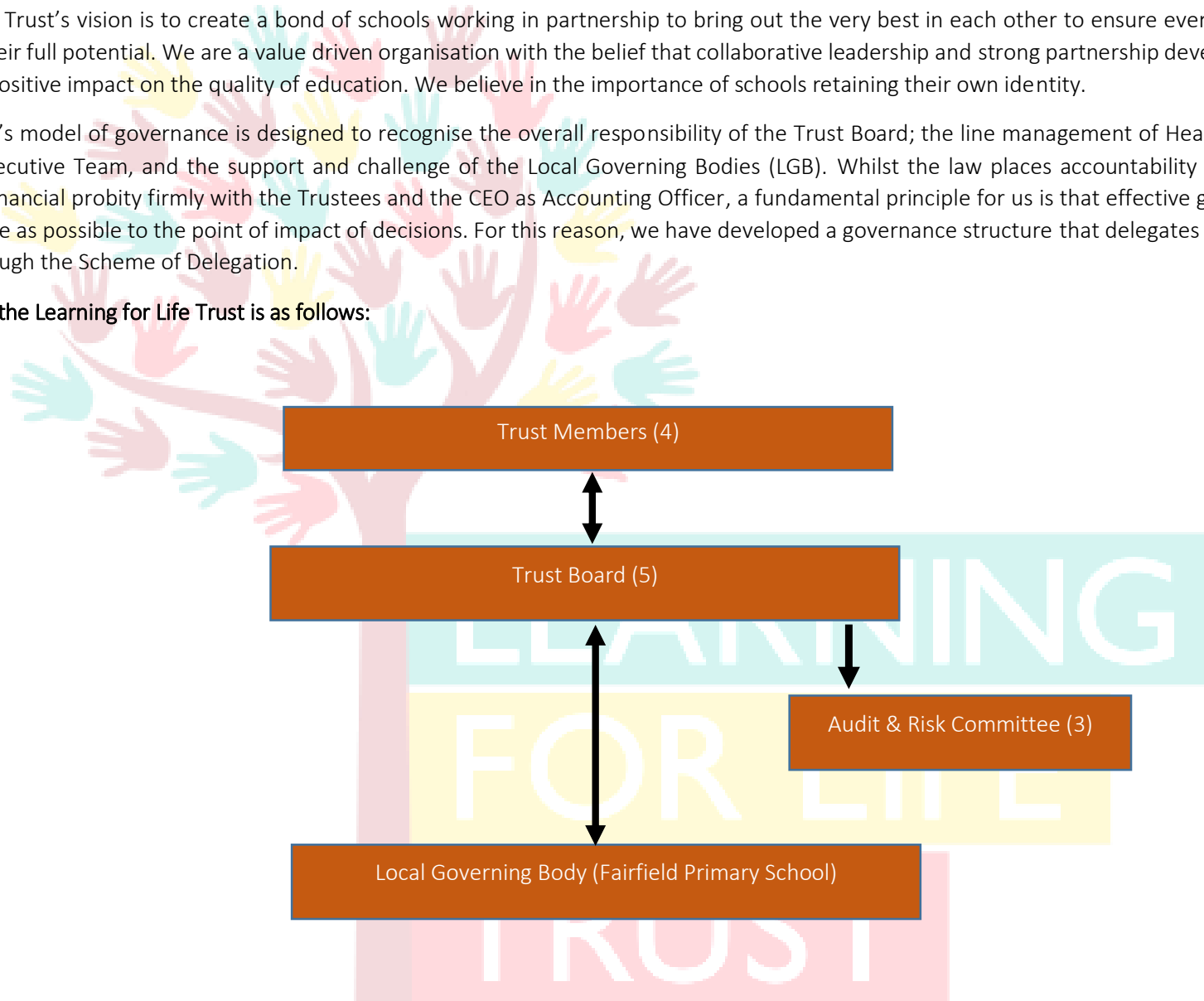
Adopted by the Board of Trustees Date:  
Date of approval:  
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Version: 4

*Edit to include Local Governing Board supporting appointment process in schools.*

Learning for Life Trust's vision is to create a bond of schools working in partnership to bring out the very best in each other to ensure every pupil within the Trust reaches their full potential. We are a value driven organisation with the belief that collaborative leadership and strong partnership development can lead to a significant positive impact on the quality of education. We believe in the importance of schools retaining their own identity.

Learning for Life's model of governance is designed to recognise the overall responsibility of the Trust Board; the line management of Head Teachers by the CEO and the Executive Team, and the support and challenge of the Local Governing Bodies (LGB). Whilst the law places accountability for the education outcomes and financial probity firmly with the Trustees and the CEO as Accounting Officer, a fundamental principle for us is that effective governance is best delivered as close as possible to the point of impact of decisions. For this reason, we have developed a governance structure that delegates key accountability to our LGBs through the Scheme of Delegation.

The structure of the Learning for Life Trust is as follows:



## **Scheme of Delegation**

This scheme of delegation (SoD) has been developed to clarify the responsibilities and powers of Trustees and those delegated to the trust level sub-committees in respect of key aspects of the leadership and management of the Trust and its Academies and to ensure compliance with legal requirements.

It sits alongside the MAT Financial Policies which covers all financial delegations and the suite of policies through which the Trust operates that further define individual and collective roles and responsibilities.

The delegations set out in this scheme are delegated to the specific trust level sub-committees and any individuals unless otherwise directed or agreed by the Board of Trustees.

Delegations cannot be exercised other than by the designated board or individuals unless otherwise directed or agreed by the Board.

The Chair, or in the absence of the Chair, Vice Chair has the power to carry out functions of the Trust Board in extreme circumstances where a delay in exercising a function is likely to be seriously detrimental to the interests of the Trust, a pupil or their parents, or an employee. However, this power does not include matters relating to the alteration of closure of an academy, a change of school category, approval of budget, discipline policies and admissions.

## ***Governance Framework***

In a Multi Academy Trust (MAT) the Trust is the legal entity accountable for all its academies. The MAT is governed by its Articles of Association and a Master Funding Agreement with the Secretary of State.

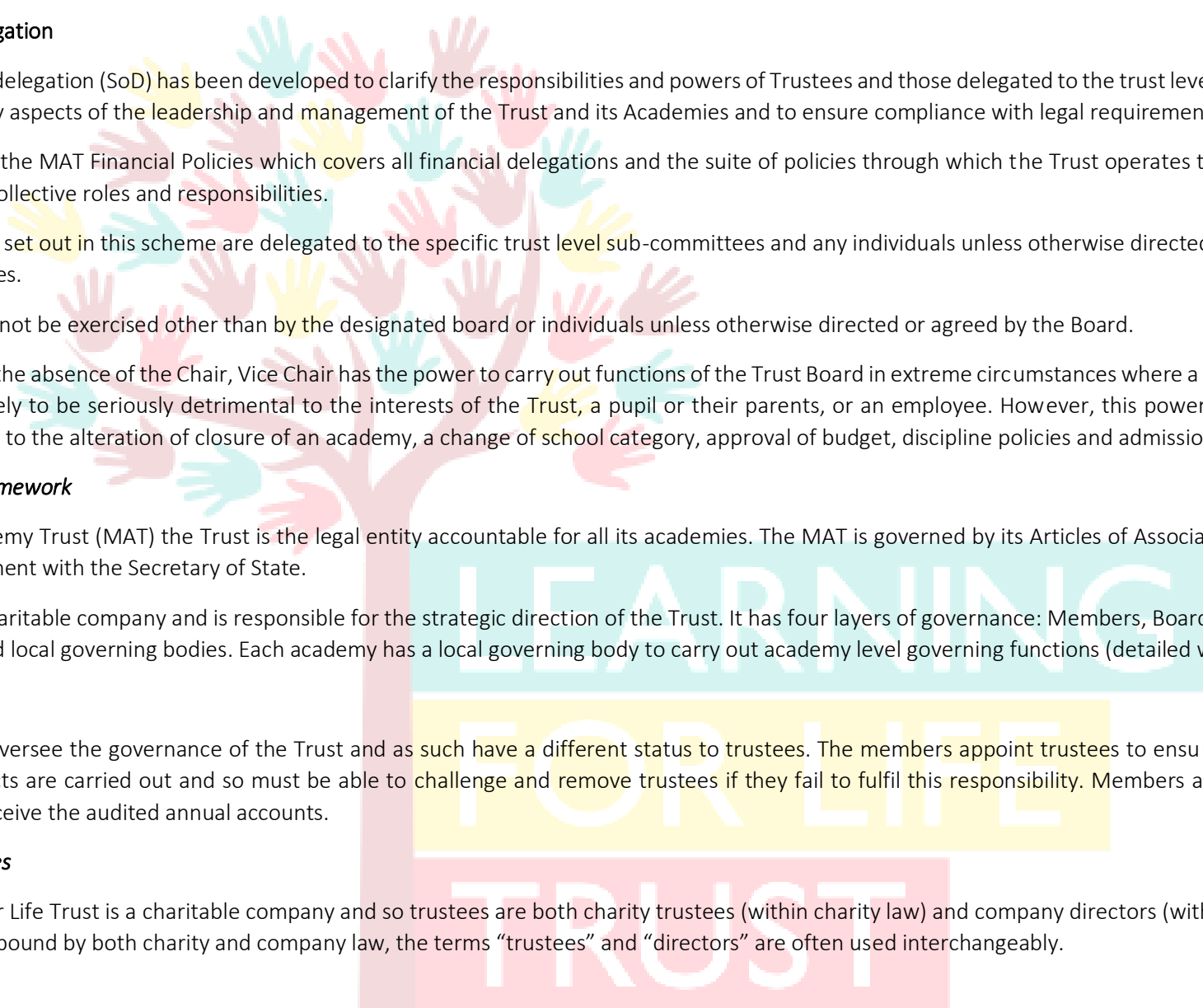
The MAT is a charitable company and is responsible for the strategic direction of the Trust. It has four layers of governance: Members, Board of Trustees, Sub-Committees and local governing bodies. Each academy has a local governing body to carry out academy level governing functions (detailed within the SoD).

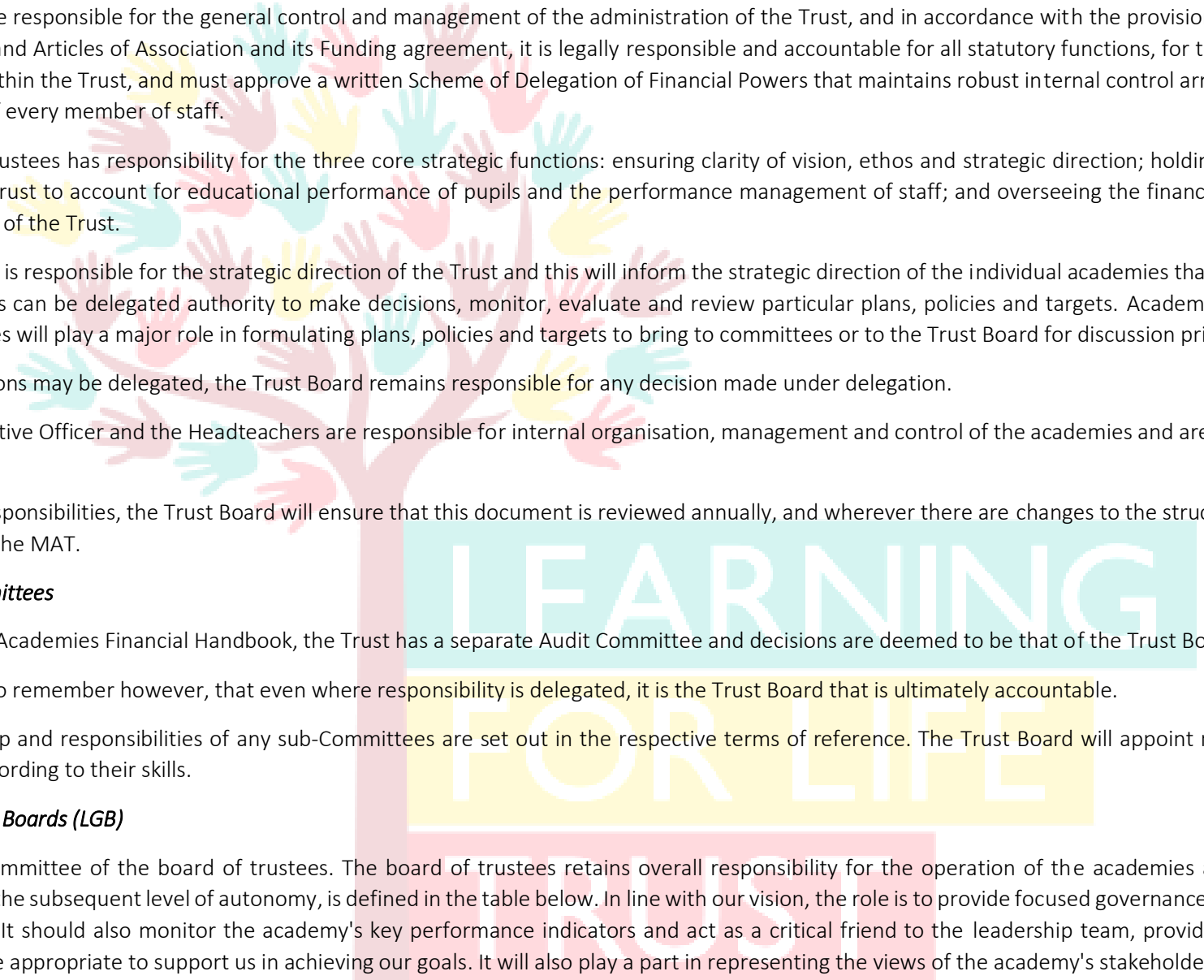
## ***Members***

The members oversee the governance of the Trust and as such have a different status to trustees. The members appoint trustees to ensure that the Trust's charitable objects are carried out and so must be able to challenge and remove trustees if they fail to fulfil this responsibility. Members appoint the Trust's auditors and receive the audited annual accounts.

## ***Board of Trustees***

The Learning for Life Trust is a charitable company and so trustees are both charity trustees (within charity law) and company directors (within company law). As trustees are bound by both charity and company law, the terms "trustees" and "directors" are often used interchangeably.





The Trustees 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. It is the employer of every member of staff.

The Board of Trustees has responsibility for the three core strategic functions: ensuring clarity of vision, ethos and strategic direction; holding the executive leaders of the Trust to account for educational performance of pupils and the performance management of staff; and overseeing the financial performance and compliance of the Trust.

The Trust Board is responsible for the strategic direction of the Trust and this will inform the strategic direction of the individual academies that form the MAT. Sub-Committees can be delegated authority to make decisions, monitor, evaluate and review particular plans, policies and targets. Academy staff and local governing bodies will play a major role in formulating plans, policies and targets to bring to committees or to the Trust Board for discussion prior to adoption.

Although decisions may be delegated, the Trust Board remains responsible for any decision made under delegation.

The Chief Executive Officer and the Headteachers are responsible for internal organisation, management and control of the academies and are accountable to the Trust Board.

As part of its responsibilities, the Trust Board will ensure that this document is reviewed annually, and wherever there are changes to the structure and / or constitution of the MAT.

### ***Trust Sub-Committees***

In line with the Academies Financial Handbook, the Trust has a separate Audit Committee and decisions are deemed to be that of the Trust Board.

It is important to remember however, that even where responsibility is delegated, it is the Trust Board that is ultimately accountable.

The membership and responsibilities of any sub-Committees are set out in the respective terms of reference. The Trust Board will appoint members to the committees according to their skills.

### ***Local Governing Boards (LGB)***

The LGB is a committee of the board of trustees. The board of trustees retains overall responsibility for the operation of the academies and the level of delegation and the subsequent level of autonomy, is defined in the table below. In line with our vision, the role is to provide focused governance for an academy at a local level. It should also monitor the academy's key performance indicators and act as a critical friend to the leadership team, providing support and challenge where appropriate to support us in achieving our goals. It will also play a part in representing the views of the academy's stakeholders.

\*Whilst the MAT only contains Fairfield Primary School, Reference to CEO means Trust Board.

Area	Decision	Delegation					
		Members	Trust Board	TB A&R Committee	CEO	Local Governing Body (LGB)	Academy Headteacher
<b>Governance Framework</b>							
People	Members: Appoint/Remove	✓					
	Trustees: Appoint/Remove	✓	✓				
	Role descriptions for members	✓	<A				
	Role descriptions for trustees/chair/ specific roles/committee/council members: agree		✓		<A		
	Parent trustee/LGB member: elected		✓			✓	
	Board committee chairs: appoint and remove		✓	✓			
	LGB chairs: appoint and remove		✓		<A		
	Clerk to board: appoint and remove		✓				
	Clerk to the LGB: appoint and remove		✓			✓	
Systems and structures	Articles of association: review and agree	✓	<A		<A		
	Governance structure (committees) for the trust: establish and review annually		✓		<A		
	Terms of reference for board committees and scheme of delegation for LGBs (and any committees): agree annually		✓		<A		
	Skills audit: complete and recruit to fill gaps		✓		<A>	✓	

Area	Decision	Delegation					
		Members	Trust Board	TB A&R Committee	CEO	Local Governing Body (LGB)	Academy Headteacher
Systems and structures	Annual self review of trust board and committees: complete annually		✓				
	Annual self review of LGB: complete annually				A>	✓	
	Chair's performance: carry out 360 review periodically		✓		A>	✓	
	Trustee / LGB member contribution: review annually		✓		A>	✓	
	Succession: plan		✓		<A>	✓	
	Annual schedule of business for trust board: agree		✓	✓	<A		
	Annual schedule of business for academy committee/council: agree				A>	✓	A
Reporting							
Reporting	Publication on trust and schools' websites of all required details on governance arrangements: ensure		✓		<A	✓	A
	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		✓	<A	<A		
	Annual report work of academy committee/council: submit to trust and publish					✓	A

Area	Decision	Delegation					
		Members	Trust Board	TB A&R Committee	CEO	Local Governing Body (LGB)	Academy Headteacher
<b>Being Strategic</b>							
Being Strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate): approve		✓	✓	<A		
	Determine school level policies which reflect the school's ethos and values: approve		✓		A>	✓	A
	Central spend / top slice: agree		✓	<A	<A		
	Management of risk: establish register, review and monitor		✓	<A	<A>	✓	A
	Setting Trust Improvement Plan		✓				
	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		
	Setting School Improvement Plan				✓	<A	A
	Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓		A>	✓	A
	Chief Executive Officer: appoint and dismiss		✓				
	Academy Headteacher : appoint and dismiss				✓	<A	
	Trust wide executive staff : appoint and dismiss		✓		<A		

Area	Decision	Delegation					
		Members	Trust Board	TB A&R Committee	CEO	Local Governing Body (LGB)	Academy Headteacher
Being Strategic	Academy staff : appoint					A>*	✓
	Academy staff : dismiss in accordance with disciplinary/capability policy						✓
	Budget plan to support delivery of trust key priorities: agree		✓	<A	<A		
	Budget plan to support delivery of Academy key priorities: agree		✓		<A	✓	✓
	Trust staffing structure: agree		✓	<A	<A		
	Academy staffing structure: agree				✓		A
	Term Dates, length of school and hours		✓		<A		
	Setting the curriculum				✓		A
Review effectiveness of the curriculum across the Trust		✓		<A			
<b>Holding to Account</b>							
	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	✓	<A>	✓	A

\*The Headteacher may wish to appoint a member of the LGB to the recruitment panel to support the recruitment process



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		Members	Trust Board	TB A&R Committee	CEO	Local Governing Body (LGB)	Academy Headteacher
Holding to account	Reporting arrangements for progress on key priorities: agree		✓	<A	<A>	✓	A
	Performance management of the Chief Executive Officer: undertake		✓				
	Performance management of the Executive Staff: undertake		✓		<A		
	Performance management of Academy Headteacher : undertake				✓	A	
	Performance management of Academy Employees : undertake						✓
	Trustee monitoring: agree arrangements		✓		<A		
	LGB member monitoring: agree arrangements					✓	A
	LGB overall performance monitoring: agree arrangements		✓		<A		
<b>Ensuring Financial Probity</b>							
	Appoint Chief financial officer for delivery of trusts detailed accounting processes		✓	<A	<A		

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		Members	Trust Board	TB A&R Committee	CEO	Local Governing Body (LGB)	Academy Headteacher
Ensuring financial probity	Trust's scheme of financial delegation: establish and review		✓	✓	<A		
	School's scheme of financial delegation: establish and review			✓	<A		
	External auditors' report: receive and respond		✓	<A	<A	✓	A
	CEO Pay Award: agree		✓				
	Executive Staff Pay Award: agree		✓		<A		
	Academy Headteacher pay award: agree				✓	✓	
	Academy Employees pay award: agree				✓	✓	A
	Staff appraisal procedure and pay policy: review and agree		✓		<A		
	Benchmarking and trust wide value for money: ensure robustness			✓	<A		
	Benchmarking and academy value for money: ensure robustness					✓	A
Develop trust wide procurement strategies and efficiency savings programme				✓			

Area	Decision	Delegation					
		Members	Trust Board	TB A&R Committee	CEO	Local Governing Body (LGB)	Academy Headteacher
	Review and approve trust wide procurement strategies and efficiency savings programme			✓			

### Key

Column 1: Members

Column 2: Board of trustees of the multi academy trust

Column 3: Trust board Audit & Risk committee

Column 4: Chief executive officer

Column 5: Local Governing Board

Column 6: Academy Headteacher

Blue box Function **cannot** be legally carried out at this level.

✓ Action to be undertaken at this level

✓ Action to be undertaken at this level

A Provide advice and support to those accountable for decision making

<> Direction of advice and support