

The Lighthouse Schools Partnership

Scheme of Delegation - 2023/24

| Category | Item | Task/Action | Trustees | Senior Leadership Team (CEO, CFOO, Directors of Inclusion, Learning, School Improvement and Secondary, HR and Services & Capital Projects) | Headteacher Reference Groups | Hub Chairs' Dev Groups | Local Governing Body | Headteacher |
|-------------------------|------|--|---|--|---------------------------------|------------------------|--|-------------------|
| STRATEGY AND LEADERSHIP | 1 | Set vision and strategic objectives of the Trust | ✓ The Trustees will publish a three year strategic plan setting out their ambitions and actions to improve | Recommend | Consult | Consult | Consult | Consult |
| STRATEGY AND LEADERSHIP | 2 | Set vision and strategic objectives of each school | Review | Consult | | | ✓ The LGB should have a clear statement of its vision for the school published on the school website and also develop a 3 year strategic plan to move the school towards delivering the vision. | Recommend |
| STRATEGY AND LEADERSHIP | 3 | Agree Trust Level Key Performance Indicators (KPIs) for educational outcomes and financial/operational performance. | ✓ | Recommend | Consult | Consult | | |
| STRATEGY AND LEADERSHIP | 4 | Deliver strategic objectives of the Trust | Review | ✓ | Consult | Consult | | |
| STRATEGY AND LEADERSHIP | 5 | Deliver strategic objectives of the Schools | | Review | | | Review & Report | ✓ |
| STRATEGY AND LEADERSHIP | 6 | Scrutiny - review & challenge progress of the Trust against its strategic objectives and KPIs | ✓ | Report | | | | |
| STRATEGY AND LEADERSHIP | 7 | Compliance: Funding Agreement - comply with all obligations including the Schools Financial Handbook | ✓ | Comply and report | | | Review - ensure that school leaders report and give priority to financial obligations, especially with respect to propriety, declarations of interest and related party transactions. | Comply and report |
| STRATEGY AND LEADERSHIP | 8 | Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety law) | ✓ | Report | | | Comply | |

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| STRATEGY AND LEADERSHIP | 9 | Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds | ✓ | Report | | | Comply | |
| STRATEGY AND LEADERSHIP | 10 | Compliance - put in place a procedure to deal with any conflicts of interest and connected party transactions | ✓ Develop and disseminate a Business Ethics Policy and other Trust standards that ensure that the governance and leadership of the Trust meet the expectation of the Nolan Standards for Public Life. Review reports and information from the Exec Team and Internal/External Audit to ensure compliance. Maintain and publish a register of business interests for Trustees and Senior Staff | Deliver systems and processes by which pecuniary interests, Conflicts of Interest, Related Party Transactions and any behaviours that might jeopardise the good governance of the Trust are declared, reported and addressed. Report breaches to the Board of Trustees and, if required, ESFA. | | | Comply - ensure governors and school staff are aware of their duties and declare interests in a timely and accurate manner. Maintain and publish a register of business interests for Governors and Senior Staff | Comply |
| STRATEGY AND LEADERSHIP | 11 | Expansion of the Trust - consider requests from other schools to join the Partnership | ✓ | Develop | Consult | Consult | | |

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| STRATEGY AND LEADERSHIP | 12 | Appointment and removal of Trustees (The process for appointment and removal of Trustees is set out in the Trust's Articles and sits beyond the scope of this Scheme of Delegation, also note the process of appointment and removal of Diocese appointed Trustees) | Determine - policies and criteria for the selection of Trustees and make recommendations to members about the skills need of the Board as Trustee vacancies occur. Determine the committees of the Board and allocate Trustees to each committee. Review - the Board's own performance Review - performance of the Local Governing Bodies | | | | | |
| STRATEGY AND LEADERSHIP | 13 | Appointments of Governors (other than elected parent or staff governors or C of E Foundation Governors) | ✓ | | | | Recommend - Local Governing Bodies will propose names to Board of Trustees. (LGBs should follow process set out in LSP protocol for advertising vacancies and appointing governors.) | |
| STRATEGY AND LEADERSHIP | 14 | *Federation/defederation of schools under a shared Local Governing Body | ✓ | Recommend | | | Consult and Recommend The LGB should consult with staff and parents (including prospective parents) before reaching a final recommendation. | Consult |
| STRATEGY AND LEADERSHIP | 15 | Internal organisation of each Local Governing Body, including the election of Chairs and Vice Chairs | Recommend Trustees publish Terms of Reference annually setting out how all committees (including LGBs) are to be constituted. | | | | ✓ Determine & Report (Subject to the Terms of Reference give by the Board of Trustees) | |

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| STRATEGY AND LEADERSHIP | 16 | Annual review of Local Governing Body performance | ✓ Review | The CEO and Chair of the Trust will undertake a review on a rolling basis, including an annual conversation with the Headteacher and LGB Chair to support their self- review. They will report outcomes to the Board. Where there are concerns about a school's performance a member of the Central SLT may be delegated to attend LGB meetings to support the work of Local Governors. | | | Review - annually the size, structure and composition and skill Deliver - if appropriate make changes to the size and composition of the Local Governing Bodies | |
| STRATEGY AND LEADERSHIP | 17 | Coordinate annual Local Governing Body work plan for efficient use of meeting time | ✓ Determine in good time Trust meeting schedule and key requirements to allow Chairs of Governing Bodies to plan the flow of governance activity. | | | | | |
| STRATEGY AND LEADERSHIP | 18 | * Power to disband an Local Governing Body (this would only be used in exceptional | ✓ | | | | | |
| STRATEGY AND LEADERSHIP | 19 | Recommend auditors for appointment to the Members | ✓ | | | | | |
| STRATEGY AND LEADERSHIP | 20 | Appointment of Clerk -Board | ✓ | | | | | |
| STRATEGY AND LEADERSHIP | 21 | Appointment of Clerk - Local Governing Bodies | | | | | ✓ | |

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| STRATEGY AND LEADERSHIP | 22 | Determine how the functions of a Trust are to be delivered in the context of an emergency or critical incident affecting one or more schools in the the Trust. Most critical incidents will not require suspension or change to the SoD and therefore normal delegation to HT and LGB | ✓ If necessary, suspend and amend this Scheme of Delegation so that legal, contractual and moral obligations are delivered. (The Board will reinstate normal delegation under the Scheme of Delegation as soon as capacity in schools is available.) | Deliver and recommend | | | Comply | Comply |
| STRATEGY AND LEADERSHIP | 23 | Policies - review and approval of Trust Wide Policies (including admissions, HR, charging and remissions policies, health & safety and safeguarding/code of conduct) | ✓ Statutory Policies and any other policies specifically selected will be approved by the Board. Approval of non-statutory policies will usually be delegated to the Central Team SLT. | Deliver - presenting policies to the Board for approval Report - material non-compliance to the Board | | Consult | Comply and Consult | Deliver - applying trust wide policies in the context of the school Report - non-compliance to the Local Governing Body and the Chief Executive |
| STRATEGY AND LEADERSHIP | 24 | Policies - review and approval of specific school policies | | | | | ✓ | Deliver - presenting policies to the Local Governing Body for approval Report - material non-compliance to the Board |
| STRATEGY AND LEADERSHIP | 25 | Prepare terms of reference for Local Governing Bodies | ✓ | Develop | | | Consult | |
| STRATEGY AND LEADERSHIP | 26 | Prepare terms of reference for Committees of the Local Governing Body | | | | | ✓ | |
| STRATEGY AND LEADERSHIP | 27 | Provide training programme for trustees and governors | Consult | ✓ Subject to approval of Trustees | | | Consult | |
| STRATEGY AND LEADERSHIP | 28 | To determine, on an annual basis, those policies which will be developed by the Trust and be mandatory for all Trust Schools | ✓ Determine | | Consult | Consult | | |

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| EDUCATION AND CURRICULUM | 29 | Approve a Raising Attainment and Progress Plan (RAPP) - for each school in line with strategic aims of the Trust | | Support HTs in developing school Development Plans | | | ✓ | Determine - the school Development Plan in consultation with the Local Governing Body and Chief Executive |
| EDUCATION AND CURRICULUM | 30 | Monitoring the overall educational performance of the Trust | ✓ Review - Trustees will review high level data sets and other outcomes information presented by the Director of School Improvement/Secondary. Concerns or praise will be raised formally with the Headteacher and Chair of the LGB by the Chair of the Board. | Report - provide high level data and backing information to the Trustees in a timely way. | | | | |
| EDUCATION AND CURRICULUM | 31 | Monitoring performance of individual schools | | | | | ✓ Review - Governors will review data sets and School Improvement Advisor notes of visit. Concerns or praise will be communicated clearly in minutes of LGB meetings and if necessary via direct communication with the Chief Executive/Director of School Improvement and Director of Secondary. | Report - provide data and backing information to the Governors in a timely way. |
| EDUCATION AND CURRICULUM | 32 | Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes | | Review - Support and Quality Assure HTs in their leadership on teaching standards Report - Director of School Improvement and Director of Secondary to report on standards and risks (at school level) to Board of Trustees | | | Review - at the school | ✓ Deliver - management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to Local Governing Body |

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| EDUCATION AND CURRICULUM | 33 | To oversee the school's preparation of Ofsted Inspection | Review - Receive reports from Director of School Improvement and Director of Secondary about readiness of schools for inspection and actions being taken to ensure positive outcomes. A Trustee to attend an inspection to provide information to inspectors on governance and leadership in the school and Trust. | Deliver - Director of School Improvement and Director of Secondary will provide school improvement support so that standards and improvements are monitored and implemented to maintain and improve inspection judgements. CEO and DSI to attend inspections where possible. | | | Review - Receive reports from the HT and Director of School Improvement and Director of Secondary and hold leaders to account for improvements. Governors to attend an inspection to provide information to inspectors on governance and leadership in the school and Trust. | ✓ Deliver - ensuring a clear and effective Raising Attainment and Progress Plan pace-sets improvements. Prepares for inspection so that strengths of the school are readily visible to inspectors. |
| EDUCATION AND CURRICULUM | 34 | Ensure compliance with statutory educational duties such as Early Years Foundation Stage regulations, careers, PSHE, Sex and Relationships, publications of information on website etc | Review - Receive reports from Director of School Improvement and Director of Secondary | Review - Director of School Improvement and Director of Secondary will provide school improvement support so that , where possible, areas of non-compliance or where improvement is required are identified and acted on. | | | Review - Receive reports from the HT and Director of School Improvement/Director of Secondary and hold leaders to account for compliance. | ✓ Deliver |
| EDUCATION AND CURRICULUM | 35 | Provide pastoral support to pupils to promote their well-being and success. | Review - Receive reports from Director of School Improvement/Director of Secondary and Chief Executive so that they can be held to account for quality of pastoral provision across the Trust. | Review - Director of School Improvement/Director of Secondary and Chief Executive will regularly review quantitative and qualitative management data of quality of provision in schools and will offer advice, support and challenge as necessary to ensure that provision is maintained and/or improving. | | | Review - Receive reports from the HT and hold leaders to account for quality of provision. Ensure that the school has strong policies to support positive behaviour and a broad curriculum that allows children to flourish. | ✓ Deliver - Ensure that staff and systems actively support the personal development of children and young people and engage with their families so that help and information are provided at the right time. |

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| EDUCATION AND CURRICULUM | 36 | Action Plans - where there is underperformance of a school in outcomes or standards. | <p>Review</p> <p>The Board of Trustees may suspend some or all of the powers delegated in this scheme until standards have improved.</p> <p>Where an Action plan has been agreed, the Board will receive updates from the Director of School Improvement/Director of Secondary on impact.</p> | <p>✓</p> <p>Recommend - Director of School Improvement/Director of Secondary will support the Board in identifying where a school's outcomes or tracking are indicating a need for closer support or reduction in delegation.</p> <p>The CEO/Director of School Improvement/Director of Secondary will ensure that resources are identified to support improvement plans where required.</p> | | | Review | <p>Deliver</p> <p>Develop a Raising Attainment and Progress Plan in consultation with LGB & Director of School Improvement and Director of Secondary.</p> |
| EDUCATION AND CURRICULUM | 37 | <p>Curriculum - setting the curriculum for the Schools and reviewing its effectiveness.</p> <p>(School curriculum remains delegated to schools. LSP schools are expected by the Board of Trustees to collaborate together to share curriculum planning, resources and professional learning.)</p> <p>(Delegation to decide on curriculum matters at a local level will be withdrawn if the Board has evidence that a school does not have the capacity to deliver a broad and</p> | Review | <p>Review - effectiveness of the curriculum across Trust</p> <p>Report on compliance on statutory curriculum requirements to Board of Trustees. Develop a Curriculum Policy Statement identifying areas for shared planning and resources. Ensure that curriculum resources are developed and shared between schools.</p> | Consult - identify where collaboration will bring benefits to schools | | <p>✓</p> <p>Determine and approve the curriculum in the school.</p> <p>Approve curriculum policies, including those for RE, PSHE and Sex Education.</p> | <p>Develop the curriculum model for the school subject to Local Governing Body approval.</p> <p>Contribute to and collaborate with other Headteacher and schools to develop curriculum resources which can be shared between schools.</p> |

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| EDUCATION AND CURRICULUM | 38 | MAT CPD Programme - developing and implementing an offer of professional development relevant to all schools. | Review | ✓ Deliver - Director of Learning (CPD) to work with stakeholders to ensure that a CPD programme is offered that meets the needs of our schools. | Consult | | | |
| EDUCATION AND CURRICULUM | 39 | Individual School CPD - developing and implementing an offer of professional development relevant to the individual needs of the school | | | | | Review | ✓ Deliver |
| EDUCATION AND CURRICULUM | 40 | Vulnerable Pupils - Monitor progress and attainment of SEND pupils, Looked-after children (LAC) and disadvantaged pupils so that provision can be adjusted and improved and intervention delivered successfully. | Review: hold executive team to account for quality of training offer, SEND co-ordination and support for LAC and disadvantaged pupils within the Trust. Take an overview of SEND standards across the Trust and, if concerns exist, act through Exec Team and LGBs to seek improvements. Develop a policy setting our expectations for SEND provision and how schools will work individually and collectively to deliver excellent provision. Ensure that the Trust develops, implements and reviews an effective strategy to support and raise outcomes for LAC and other disadvantaged pupils. Appoint named Trustee(s) as lead(s) for SEND, LAC and | Develop: Director of Inclusion and members of the Central Team will support HTs and SENCOs to collaborate to share expertise and develop systems which can support excellence in all Trust schools. A training offer will be provided to schools in partnership with external partners. Central team will support schools with the procurement of external expertise (such as Ed Psych service/Speech & Language Therapist), although this is funded from school budgets rather than Shared Services Charge. Report: provide Trustees with strategic oversight of SEN, LAC and disadvantaged pupils provision and outcomes at school level. | Review, shape and advise on Trust strategy for support of vulnerable pupils. | | Review: ensure that regular reports are presented to the LGB and that Governors have a clear understanding of quality of provision and progress of SEND, LAC and disadvantaged pupils. Appoint named governor(s) as lead(s) for SEND, LAC and Disadvantaged Pupils. Approve SEND Policy and other necessary policies to deliver provision that meets the Code of Practice and LSP expectations. Ensure that statutory obligations are met and that the budget is deployed to support the progress of SEND pupils. | ✓ Deliver: ensure that close attention is given to progress for children/young people with identified SEND, comparing local progress to Trust and National benchmarks. |

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| EDUCATION AND CURRICULUM | 41 | Pupil Premium - reviewing and challenging the value for money/Impact of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap | Review | Report - to Board effectiveness of use of the Pupil Premium across Trust | | | ✓ Review - how Pupil Premium is spent at the school and its impact | Determine - Allocate resources efficiently to deliver strategies which raise achievement |
| EDUCATION AND CURRICULUM | 42 | *Set admissions policy (The Board of Trustees acts as the Admissions Authority for the whole Trust. Changes to Planned Admissions Numbers and policies will require public consultation.) | ✓ Determine the Planned Admissions Number for each school Review the Admissions Policy in each school to ensure that Admissions criteria and practices are aligned to the aims of the Trust. Consider appeals strategy taking into account, but not being bound by, any representations from the Local Governing Body. | Report on compliance with statutory expectations and the Trust's policy Oversee statutory arrangements for consultation on Admissions policies across the Trust | Consult | | Determine the admissions criteria for the school in line with the Admissions Policies of the Trust. Deliver admissions arrangements for the school including deciding on individual applications. Recommend a change in the Planned Admission Number to the Board of Trustees. | Deliver - seeking support of Head of Administration as required. Oversee the 'day to day' admissions function associated with admissions enquiries and applications. |
| EDUCATION AND CURRICULUM | 43 | Change in age range of any of the Trust's schools (this will also require a significant change request to the Regional Director at the DfE) | ✓ Determine | | Consult | | Consult | |
| EDUCATION AND CURRICULUM | 44 | Collective worship arrangements for school without religious | | | | | ✓ Review | Deliver |
| EDUCATION AND CURRICULUM | 45 | * C of E Schools Only Responsible for the distinctive Christian character of the school as defined by the school's foundation, the principles of the Church of England, and the SIAMS process. | C of E Trustees to monitor | Recommend - CEO and Director of Inclusion to support Headteachers in preparing for SIAMS inspections and when required commission support from the Diocese. | | | ✓ Determine | Deliver |

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| EDUCATION AND CURRICULUM | 46 | * C of E Schools Only Responsible for maintaining and developing the partnership between the school and the church at parish and diocesan level. | C of E Trustees to monitor | Recommend - CEO to work with incumbants group, with Foundation Governors and with HTs of C of E schools to ensure that sufficient training and advice is available and that the strong partnership with the Diocese is maintained. | | | Review | ✓ Deliver |
| EDUCATION AND CURRICULUM | 47 | Suspensions and Permanent Exclusions | Review | Consult | | | Ratify - in case of Permanent Exclusion Hearing. LGB Panel should ensure that decision is robust and in accord with Statutory Guidance. In cases concerning pupils with SEN, independent advice should be sought from a SENCo in another school (PEX only). Review - LGB will monitor rates of exclusion for disadvantaged and SEN pupils. | ✓ Only the Headteacher can exclude. This action should only be taken in accordance with the DfE Statutory Guidance. In the case of a permanent exclusion advice should be sought from the CEO. |
| EDUCATION AND CURRICULUM | 48 | Student/Pupil issues (including attendance, punctuality and disciplinary matters) | Review | Review delivery | | | Receive reports from the HT Report any material issues to the Board and the Chief Executive | ✓ Deliver - ensuring student/Pupil issues are dealt with in accordance with Trust and school policies Report - to the Local Governing Body on any material issues Maintain attendance and admissions registers. |

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| LEGAL AND SAFEGUARDING | 49 | To develop a school safeguarding policy in line with statutory requirements and best practice. | Appoint named Trustee as lead on safeguarding | Develop - Trust Safeguarding Policy Deliver - Conduct annual Safeguarding Audit Report - outcomes, issues and progress | Consult | Consult | ✓ Adapt the Trust Safeguarding Policy to meet the local needs of the school - it is a requirement of KCSIE that each school amends a Trust Policy (if necessary) to precisely meet the circumstances of its context. Amendments should be notified back to the the Board of Trustees. Review at least three times a year in Local Governing Body meeting application of safeguarding policy. Appoint local safeguarding Governor. Monitor progress on actions identified in Safeguarding Audit. | Deliver and comply (The Headteacher is the person in each school responsible in law for safeguarding arrangements - the Head and DSL must comply with all statutory duties and expectations set out in legislation and KCSIE) Advice may be sought from the Director of Learning to support Headteachers in decision making e.g. with reference to threshold for concerns. |
| LEGAL AND SAFEGUARDING | 50 | To develop a MAT Health and Safety Policy in line with statutory requirements and best practice. | ✓ Develop and issue a Trust Health and Safety Policy. Appoint an independent 'competent advisor'. Review reports from the competent person and school and Trust Risk Registers to ensure that Health and Safety risks are resolved and mitigated. | Deliver - CFOO to oversee Trust activities to ensure compliance to the Trust Policy and statutory responsibilities. | Consult | Consult | Comply - Appoint local Health and Safety Governor. Review processes and activity in the school to ensure safety and compliance. Maintain up to date Risk Register and report risks and non-compliance to CFOO and Board of Trustees. Monitor progress on actions identified in Safeguarding Audit. | Comply and deliver Ensure that activities of the school comply with best practice as set out in policy and statute, seeking advice where necessary from the competent advisor. Report risks or non-compliance to LGB and CFOO. |

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| LEGAL AND SAFEGUARDING | 51 | Maintain accurate and effective and secure pupil records. | | | | | | ✓ |
| LEGAL AND SAFEGUARDING | 52 | Comply with all Data Protection legislation and good practice. | Review compliance and receive reports from Exec Team and DPO. | Will ensure that the Trust is compliant with GDPR duty. Appoint external Data Protection Officer. Support schools with advice on best practice and compliance with DP and Information duties. | | | Receive reports from internal audit and DPO reviews. In instance of non-compliance or data breach hold leaders to account and ensure that systems are reviewed and, if possible, improved. | ✓ |
| FINANCIAL | 53 | Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Schools so as to the secure the Trust's financial health in the short term and the long term -the approach of top-slicing will be used. (NB any carry forwards and reserves held in an individual school will be used for the benefit of that school and not recouped to central funds.) | ✓ Determine core charges and funding model - in consultation with the Local Governing Bodies | Recommend a funding model to the Board for approval | Consult | Consult | Consult - with the Board Review - compliance with the overall financial plan for the school | Comply |
| FINANCIAL | 54 | Trust Annual Budget - formulating and setting the Trust wide budget | ✓ Determine | Deliver - on preparation of Trust budget and present to the Board for approval Review - submission of Trust budget to the EFA | Consult | Consult | | |

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| FINANCIAL | 55 | To monitor monthly expenditure at Trust level and account to the Trustees and ESFA for value for money. | Review monthly management accounts | <p>✓</p> <p>Deliver</p> <p>CEO is appointed as Accounting Officer and has responsibility for ensuring that public money is spent effectively and that the Trust delivers its accountabilities to the Board and ESFA.</p> <p>CFOO to present financial reporting information to Board and committees.</p> | | | | |
| FINANCIAL | 56 | To develop and propose the individual school budget. (This delegation could be suspended if there are concerns about the financial management of a school.) | <p>Ratify</p> <p>Trustees will be unlikely to approve a deficit budget.</p> | <p>Report</p> <p>Where a school is approaching a deficit the CFOO will work closely with the Head, SBM & LGB to sign off a recovery plan.</p> | | | <p>✓</p> <p>Determine</p> | Deliver |
| FINANCIAL | 57 | To maintain school financial reserves to support the Trust's overall aim of a 5% strategic reserve. | Set a Trust Reserves Policy to maintain the Trust's liquidity and 'going concern' status. | Monitor school spending and budget setting to ensure compliance with the Trust's Reserves Policy. | | | <p>✓</p> <p>Report and review expenditure and projected outturn reports to ensure that reserves are maintained. The LGB should refer any spending decision outside the budget that will result in a reduction in reserves of £20,000 or 1% of the school's annual revenue funding (whichever is greater) to the monthly Finance Committee of the Board of Trustees for ratification.</p> | Deliver |

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| FINANCIAL | 58 | School expenditure and ensuring delivery of School Annual Budgets | Review | Report - to the board any material issues with delivery against the Annual Budget by the Schools Receive reports - on matters of concern in connection with compliance with the Annual Budgets | | | Review Report - to the Chief Executive any issues with expenditure or compliance with the Annual Budgets by the school | ✓ Deliver Report - to the Local Governing Body any need for any matters of concern in respect of the school's annual budget |
| FINANCIAL | 59 | Reporting: financial reporting and KPIs published in Annual report and lodged with companies House | ✓ Determine | Deliver | | | Review | Deliver |
| FINANCIAL | 60 | Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Schools | ✓ Determine | Deliver - on recommending financial limits to the Board Review - effectiveness of limits | | | Review Delivery- School Comply - adherence to limits | Comply - adherence to limits |
| FINANCIAL | 61 | Financial Policies -establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements | ✓ Determine Appoint and receive reports from Internal Auditors, independent from the management of the Trust or its schools. | Review - compliance with policies Report - any issues or non-compliance to the Board | | | Review delivery - compliance with policies Report - any issues or non-compliance to the Chief Executive Receive and act upon reports from Internal Audit. | Deliver - compliance with finance policies |
| FINANCIAL | 62 | Approving annual accounts (Ultimate approval of Accounts will sit with the Members of the Trust) | ✓ Determine Appoint External Auditors | Develop - arrange for auditing and filing of annual report and accounts | | | Review - receive reports from HT and SBM to allow oversight of school level submissions to annual accounts. | Comply - by keeping proper records in respect of the school and providing such information to assist the Trust in preparation of the Annual Accounts |
| FINANCIAL | 63 | Corporate Risk Register | ✓ | Deliver - management of corporate risk register | | | Review - school risk register | Deliver - management of school risk register |
| FINANCIAL | 64 | Investments - agreeing the investment policy in line with the Schools Financial Handbook and any internal policies and controls | ✓ | Deliver | | | | |

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| HR | 65 | Maintain accurate, effective and secure employee records. | | <p>✓</p> <p>Provide systems and training to support schools in delivering their obligations for employees records.</p> <p>To review and quality assure Single Central Records compliance in schools.</p> | | | | <p>Comply - Head's to maintain such accurate records as Trust HR process may require and in accordance with GDPR.</p> <p>Maintain an accurate Single Central Record and ensure the DBS and pre-employment checks are made in accordance with KCSIE.</p> |
| HR | 66 | *Appointing the Chief Executive and the Chief Financial and Operating Officer and the Director of Education. | <p>✓</p> <p>Deliver</p> | | Consult | Consult | | |
| HR | 67 | <p>* Appointing the HT at each school</p> <p>The appointment of a HT at a Trust school should be primarily led by the Chair and members of a Local Governing Body although it must be validated and confirmed by Trustees.</p> <p>For the appointment of a Deputy Headteacher the CEO or relevant Director will be invited to be part of the appointment panel but the decision is fully delegated to Headteacher.</p> | <p>✓</p> <p>Determine - to decide if a Headteacher should be appointed or if a school should be federated with another school.</p> <p>Ratify - delegate two persons (who may be the CEO or other member of the Central SLT) to be members of appointment panel. They will have the delegated power to ratify the panel's appointment on behalf of the Board of Trustees. If they withhold ratification the appointment cannot be made.</p> <p>If the CEO is not a panel member he may act as a non-</p> | Recommend | | | Recommend -Local Governing Body to appoint three members to sit on the final appointment panel (with the Trustees' two representatives) and delegate authority to make to appointment to them. Appointment Panel to be led by Local Governing Body Chair (or may be delegated by CoG to another governor such as the Vice-Chair). | |

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| HR | 68 | Appointing of cross-Trust Staff (in line with recruitment policy) | - | ✓ Deliver - Appoint and report to the Board. Changes to the structure of the Central SLT will need to be approved by the board before appointments are made. | Consult where appropriate | Consult where appropriate | | |
| HR | 69 | Appointing school staff in accordance with Trust HR policies With the exception of HT appointment staffing is delegated to the Headteacher. | | In the case of an organisational change the CEO may direct a school to fill a vacancy with a member of staff redeployed from another Trust school. Schools should not appoint foreign nationals requiring an immigration visa to any position or persons who do not hold QTS to teaching posts except with the permission of the CEO. The CEO will have responsibility for making all appointments to the central team with the exception of the CFOO. | | | Governors form part of (and a majority of in the case of Headteacher appointments) the selection and appointment panel for all senior leadership vacancies. | ✓ Appoint |
| HR | 70 | Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations | ✓ Determine | Deliver | Consult | | Review | Comply |

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| HR | 71 | HT Appraisal and Pay Progression in accordance with Trust's Appraisal Policy | Board to ratify decisions of Local Governing Bodies. (Trustees to appraise Chief Executive with reference to a 360 degree review of performance Board to determine pay range for CEO and other members of Trust Executive Team.) | Recommend - Headteacher will be paid within their school group. Any payment for a Headteacher beyond a school range will require the agreement of the CEO. | | | Recommend to the Board ✓ HT Appraisal to be undertaken by CEO/ relevant Director & two nominated Local Governing Body members (which may include the Chair, appointed or elected parent governors but may not include members of staff). CEO/ relevant Director will write up recommendations which will be confirmed and communicated to headteacher by the Chair of | |
| HR | 72 | Implementing an organisational change (change management) procedure | ✓ Determine - authorise the commencement of an organisational change in a school or in the central team. | Develop proposals in respect of a change management that affects the central team. Consult - support and advise Heads and SBMs in drawing up change processes for their own school. | | | Recommend - consider and approve school proposal for confirmation by the Board of Trustees. | Develop proposals in respect of a reorganisation within the school. |
| HR | 73 | Implementing the Appraisal/Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations) | Determine - in respect of Chief Executive Ratify - Receive reports - in respect of appraisal arrangements and outcomes Review - appeals about pay decisions and appraisal are heard by the trustees as the employers. | Review - in respect of HTs and cross Trust staff (and any appeals from school staff) Review - and Report - (annually) to the Board on appraisal arrangements and outcomes | | | ✓ Recommend - Committee of the Local Governing Body to have oversight of the performance management of staff, including the HT to ensure the rigour and fairness of the process. Particular attention will be given to UPS decisions. | Determine - HT to make recommendations on pay progression and threshold and report these annually to both Local Governing Body and the Chief Executive. |

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| HR | 74 | Setting Terms and Conditions of Employment | ✓ Determine - and consider any proposals by Local Governing Bodies to make amendments | Recommend | Consult | | Consult - report to Board on any suggested changes to the school's terms and conditions | Comply |
| HR | 75 | Promote the professional development and personal well-being of staff. | ✓ Develop and resource a people strategy and Trust HR policies that recognise the importance of a skilled and healthy workforce. | Deliver HR policies and practices that value, recognise and reward the talent and work of employees. Report key metrics to the board including data on professional development, staff attendance, equalities, and staff surveys. Consider the implications of any decision on the workload and wellbeing of staff across the Trust. | | | Review - through HT reports to receive information on professional development opportunities, uptake and staff well-being. Governors should consider the implications of any decision on the workload and wellbeing of staff. Governors have a special responsibility to consider and promote the wellbeing and work/life balance of the headteacher. | Deliver conditions of employment that promote best practice with respect to staff workload. Promote Trust and school initiatives that support good physical and mental health. Provide and signpost opportunities for professional development, fully engaging with the offer of the Trust and external partners. |
| HR | 76 | Dismissing Chief Executive, HTs, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies) including suspension. HT would only be dismissed by Trustees following discussions with Local Governing Body | ✓ Determine - in panel, as set out in disciplinary and capability policies. Chair of Trustees or Vice Chair - Recommend suspension of CEO. | Recommend - in respect of suspension and/or referral to disciplinary panel of HTs, and members of central team. Report - any dismissals to the Board | | | Consult/Recommend - in respect of the HT of the school | |
| HR | 77 | Dismissing all other staff (in accordance with the Trust disciplinary and capability policies). Dismissal/termination via Settlement Agreement or COT3. | ✓ Determine - in panel, as set out in disciplinary and capability policies - Panels may consist of Governors and other independent persons. | Review Report - to the Board. Recommend and determine - for settlement agreements or COT3. | | | | Recommend (bring case to panel, appointment of investigating officer and decision re suspension) No offer of settlement agreement or COT3 may be offered without the agreement of the CFOO. |

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| HR | 78 | Consider any requests for Early retirement or Flexible working | | Consult (Cases of early retirement must always be discussed with the Trust HR team.) | | | Review - to hear appeal, if neccesary. | ✓ Deliver |
| HR | 79 | Reviewing discipline and grievance policy | ✓ Review delivery | Recommend | Consult | Consult | | |
| Operations | 80 | Exceptional school closure E.g. snow or loss of utilities | In exceptional circumstances (e.g. an emergency or critical incident affecting one or more Trust schools) the decision to close may be taken by the Board of Trustees. | Consult | | | Consult - Chair | ✓ |
| Operations | 81 | Media and PR of the Trust | | ✓ Deliver | | | | |
| Operations | 82 | Media and PR - overseeing public relations activities to project the activities of the Schools to the wider community | | Co-ordinate for Trust wide activities | Consult | | Review | ✓ Deliver and report |
| Operations | 83 | School Prospectus and website | | Review | Consult | | | ✓ |
| Operations | 84 | Trust website and any other public documentation of the Trust | | ✓ | | | | |
| Operations | 85 | School hours and length of school day - setting the opening and closing times for the Schools | Review | | Consult | Consult | ✓ Determine | Recommend |
| Operations | 86 | Term Dates | ✓ Determine - in consultation with Local Governing Bodies and other local schools | | Consult | Consult | Consult - with the Board | Comply |
| Operations | 87 | INSET days | | Recommend where shared INSET might support the Trust's strategic objectives | Determine -will decide if and when common INSET days are required | | | ✓ |

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| Operations | 88 | Arranging insurance for the Trust (Buildings, Public liability, Business Interruption and Officers liabilities) in accordance with the EFA Handbook | Review | ✓ Deliver | | | | Insurance Claims to be dealt with locally |
| Services | 89 | School lunch - ensure provided to appropriate nutritional standards | | Where schools appoint shared catering provider, Head of Trust Services will provide support in management of the contract. | | | Review | ✓ Deliver |
| Services | 90 | Provision of free school meals to those meeting criteria | | | | | Review | ✓ Deliver |
| Services | 91 | Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Schools Financial Handbook and the Trust's procurement policy | ✓ Determine | Deliver | | | Comply | Comply |
| Services | 92 | Setting school specific procurement policies - in accordance with the Funding Agreement, Schools Financial Handbook and the Trust's procurement policy | ✓ Determine | Review | | | Deliver - in accordance with Trust policy | Comply |
| Services | 93 | Determining and allocating central services provided to the Schools by the Trust | ✓ Determine (in consultation with the Local Governing Bodies) | Deliver- on recommending the allocation of services to the Board | Consult | Consult | Consult | |
| Services | 94 | Overseeing the effectiveness of services provided centrally by the Trust | ✓ Review | Deliver and report to Board | Consult | Consult | Report - to the Board | |

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| Services | 95 | Decide on shared services and activities other than those provided centrally by the Trust | | | Consult | | Review | ✓ Determine - to decide where a school might collaborate with others in non-core activities |
| Estates | 96 | Asset and Premises Maintenance Strategy -ensuring premises are adequately maintained | ✓ Determine - Trust wide policy | Recommend | | | Review delivery of school plan | Deliver - in accordance with school policy to ensure sites are safe and compliant. |
| Estates | 97 | Allocation of School Capital Allocation to premises projects | ✓ Determine | Recommend The CFOO will ensure that recommendations are offered on the basis of evidence of condition or need based in surveys or other robust evidence and in line with the strategic priorities of the Trust. | | | Review Recommend | Deliver |
| Estates | 98 | Developing school buildings strategy or master plan | | Review - in relation to availability of capital funding and make recommendations to Board | | | ✓ Determine - LGBs should hold strategic plans for how their sites can be maintained and improved. | Deliver |
| Estates | 99 | Spend Devolved Formula Capital (DFC) in line with the school development plan. | | Deliver - for small schools the expenditure of DFC will be actioned by the Hub Estates Leads. | | | Review - LGBs should oversee expenditure of DFC through the tri-annual budget monitoring. | ✓ Deliver |
| Estates | 100 | Acquiring and disposing of Trust Freehold owned land (this is tightly governed by ESFA regulation) | ✓ Deliver | Recommend | | | Consult - in case of land originally belonging to a school | Consult |
| Estates | 101 | Changing use of Assets e.g. change in use of a building. | ✓ Deliver | | | | Recommend to the Board of any changes to fixed assets used by the school | Recommend - consider and approve school proposal for confirmation by the Board of Trustees.B2:I105 |

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| Estates | 102 | Building alterations that might affect the structural integrity or safety of a school e.g. alterations to load bearing walls. | | | | | Review | ✓ Deliver - All alterations (removals or additions) to building fabric and mechanical & electrical installation, including fixed wiring, must be referred to the Hub Estates Lead prior to commissioning any work. |