

Lighthouse Learning Trust

Scheme of Delegation

April 2023 Version 1.5

Delivering Excellence. Unlocking Futures

The Lighthouse Learning Trust was established to enhance opportunity for our students, our staff, our community and our region.

Our Vision is to deliver educational excellence so that individuals thrive and can make a positive change to their communities and the economy.

Our Mission is to offer outstanding career-focused education and training that will unlock the potential of our students and other stakeholders.

Our Values are focused on Respect, Responsibility, and Ambition.

Governance

The Trust has committed itself to the highest standards of good governance as a means of delivering its Vision, Mission, and Values. The Trust Board will be responsible for ensuring compliance with:

- The Trust's Articles of Association and "Objects"
- The terms of the Trust's Funding Agreement
- The Academy Trust Handbook
- The Governance Handbook
- DfE statutory guidance on Policies
- The Seven Principles of Public Life (Nolan)

The Trust operates through three levels of governance:

1. **Members.** These are the equivalent of "shareholders" in a commercial limited company. They will receive Accounts, appoint or remove Trustees, and act as guardians of the Trust's purpose and values. They may also propose changes to the Articles.

2. A Board of Trustees/Directors. The Trust Board is accountable to the Members but has the overall responsibility for the operation of the Trust and its institutions. Trustees/Directors are subject to both Company and Charity Law.

3. Trust Sub-Committees and Local Governing Bodies

The Trust Board may delegate specific functions to its sub-Committees, and these include the Local Governing Bodies of its institutions. The Trust's current sub-Committee structure comprises the following:

- The Finance and Resources Committee
- The Quality and Stakeholder Experience Committee
- The Trust Development Committee
- The Governance and Succession Planning Committee
- The Audit and Risk Committee
- The Remuneration Committee
- Academy Local Governing Bodies

Terms of Reference for these Committees can be read in more detail on the Trust's website.

The Trust Board

The three core strategic functions of the Trust Board are:

- To ensure clarity of vision, ethos and strategic direction
- To hold executive leaders to account for the educational performance and quality improvement of the Academies, the outcomes for students, and the performance management of staff
- To oversee the financial performance of the Academies to ensure their solvency and that their money is spent appropriately and offers value for money

In particular, the Trust Board will:

1. Develop and agree the Trust's mission, vision and values
2. Develop and agree the Trust's strategic objectives
3. Approve any plans for growth, the development of new strategic partnerships and/or the inclusion of further Academies within the Trust
4. Establish targets and key performance indicators for the Academies, and monitor performance against these

5. Review high level self-assessment reviews and approve quality improvement strategies
6. Agree financial plans for the Academies to ensure solvency, achieve value for money, and promote the educational effectiveness of the Trust and its institutions
7. Act as the legal employer of all staff
8. Agree and articulate a Policy framework for the Trust and the Academies
9. Specify a Scheme of Delegation for sub-Committees of the Trust Board, including Local Governing Bodies. This scheme will include delegated financial authorities.
10. Appoint Auditors for the Trust and its Academies, receive Audit Reports and minutes of the Trust's Audit Committee meetings, and oversee a Board Assurance Framework that is fit for purpose and enables Trustees/Directors to manage risk effectively
11. Oversee and ensure all legal and regulatory compliance, including governance standards
12. Appoint the Trust's Chief Executive, Chief Financial Officer, Governance Manager/Company Secretary and the Principals of the Academies.
13. Provide performance management for the Chief Executive and the Governance Manager/Company Secretary
14. Appoint members of the Trust's sub-Committees, including Local Governing Bodies. The Trust will also appoint the Chairs of these sub-Committees and of the Local Governing Bodies.

The Local Governing Body (LGB)

The Local Governing Body (LGB) for each Academy is a sub-Committee of the Trust Board and operates within the context of a written scheme of delegation. The LGB will seek to support and strengthen the leadership of the Academy by helping the Chief Executive to hold the Head of College to account for the performance of students and staff. In particular, emphasis will be placed on robust challenge and the scrutiny of quality. The LGB will also uphold and champion the Trust's values and founding principles.

The LGB will be "the eyes and ears" of the Trust Board and will provide scrutiny and assurance for local data. The LGB will also monitor the deployment of Trust policies and ensure that local

processes are in place to assure compliance with these policies. The LGB will provide particularly close scrutiny for monitoring, assuring and reporting on local safeguarding and health & safety matters.

The LGB will be active in developing close relationships with local stakeholders, and particularly with students and staff. As such members of the LGB will need to understand the life of the Academy through a direct dialogue with stakeholder groups, including Student Voice

The LGB will lead the development of Academy “Pride”. This will include celebrating success and flagging achievement to all stakeholder groups including the local community. The LGB will also support appropriate reward and recognition strategies.

In particular, the LGB will undertake the following key activities:

Curriculum, Quality and Achievement

- Review and respond to local quality data
- Monitor improvement plans and strategies, and their impact
- Support the Principal to drive the improvement of teaching & learning and to raise expectations
- Participate in and validate the Academy self–assessment review and recommend strategies and actions for improvement
- Provide assurance that data reported to the Trust Board is accurate and validated
- Tri-angulate evidence of “impact” both internally and externally through direct dialogue with stakeholders and through personal visits to the Academy.
- Monitor the extent to which the curriculum meets the needs of local learners and statutory requirements
- Sign-post success and celebrate achievement

Policy & Resources

- Monitor performance against the financial plan for the Academy as established by the Trust and the effectiveness of this plan
- Ensure that value for money is achieved
- In collaboration with the Trust ensure that best use is made of the assets of the Academy, including its site and land
- Support and strengthen people management in compliance with Trust policy
- Monitor the deployment and impact of Trust policies
- Support the Chief Executive in the completion of the College Principal’s performance management
- Decide levels of central services and resource allocation

Stakeholder Knowledge and Partnerships

- Establish a regular and direct dialogue with staff and students, and other stakeholder groups
- Support the Chief Executive's and the College Principal's dialogue with community leaders and local opinion formers
- Promote an active programme of school liaison work
- Champion the development of Student Voice

Pride

- Celebrate student and Academy success
- Support development of strategies for team working
- Support development of strategies for sharing best practice
- Support development of local reward and recognition mechanisms
- Input to and monitor Academy marketing, public relations

Other Trust Sub-Committees

The detailed terms of reference for each of the other Trust Sub-Committees, including any delegated powers, will be reviewed and agreed annually by the Trust Board. The Terms of Reference for all sub-Committees are published on the Trust's website