

SCHEME OF DELEGATION

DELIVERING EXCELLENCE,
UNLOCKING FUTURES

DECEMBER 2024 VERSION

THE LIGHTHOUSE LEARNING TRUST

The Lighthouse Learning Trust was established to enhance opportunities 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.

Purpose - The Scheme of Delegation (SoD)

The Scheme of Delegation shows where powers and responsibilities are delegated to the different bodies involved in the governance and operation of the Lighthouse Learning Trust and its institutions within our Trust. The delegated autonomy for individual institutions is aligned with the need for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education, Education Funding Agency, The Academy Trust, Regional School Commission, HMRC, and Companies House as well as to our learners and the wider communities.

The SoD will be reviewed annually at the AGM.

Approved 3 December 2024

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SECTION 1

GOVERNANCE

1.1 Governance

The Trust has committed itself to the highest standards of good governance as a means of delivering its Vision, Mission, and Values. Our Governance and Scheme of delegation will ensure compliance with:

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

Governance framework, six areas of responsibility outlined in the DFE Structures and Roles handbook, which are:

- **Strategic Leadership** (Support the focus on strategic and not operational, conduct of meetings)
- **Accountability** (Uphold educational standards and financial performance)
- **People** (Recruit, induct, and train individuals to maintain good governance)
- **Structures** (Upholds constitution, clarity, and effective arrangements)
- **Compliance** (With legal frameworks, contractual obligations, and requirements)
- **Evaluation** (Accurate records, minutes, and attendance. Highly effective administration)

1.2 The Governance Structure.

Trust Members

Board of Trustees (min 8, max 12)

Trust Committees:

(Compliance Committee) (Finance, Resource & Strategy)
(Succession, Recruitment & Remuneration)

Local Committee:

(Richard Taunton Sixth Form College) (St Vincent College) (New Joiner)

Lighthouse Learning Task and Finish Groups Lighthouse Learning Associates
(LLA)

1.3 Level of Governance and Accountability

The Trust operates through three main levels of governance, plus an associate level (as shown in Appendix A - Delegation Matrix).

1. **Members:** Members act as guardians of the Trust's purpose and values, like shareholders in a commercial limited company. They have the authority to propose changes to the Articles, receive Accounts, review audits, and appoint or remove Trustees. Members attend the annual general meeting (AGM). Members collaborate but there will be a clear level of separation and Members cannot be LLT Trustees or Governors while holding a term of office as a member but may move between as one term of office ends.
2. **Board of Trustees/Directors:** This decision-making body is accountable and responsible for the academy trust. Trustees may also be referred to as Directors and are subject to the Companies Act 2006 and Charity Law. The Competency Framework for Governance outlines the necessary skills and behaviours for effective governance, and it must carry out its statutory duty. The board and trustees have overall accountability for ensuring the Trust is doing what it is set up to do, that it continues to be a going concern, and acts in the public interest. It provides strategic scrutiny and guidance of direction, representing its core values and behaviours. They are also the employers of central staff and staff within the academies. The Trust board operates with a reasonable number of trustees, set between a minimum of 8 and a maximum of 12. However knowledge, skills, and experience should be the driver to ensure the Trust has a complementary skill set to fulfil its duty, vision and strategy.
3. **Trust Sub-Committees and Local Committees (LC):** The Academy Trustees have the authority to delegate governance functions to sub-committees and Local Committees. They may adjust the extent of delegation over time based on capacity at the local level. Sub-committees and LCs are integral parts of the Trust governance structure. LCs focus on driving improvement in the colleges and by providing oversight through monitoring the curriculum, its suitability for all students as well as student progress and attainment. LCs are enhanced by elected **Staff, Parent, and Learner committee members** for either a 1 or 2-year term of office.
4. **Trust Associates:** These individuals are not Trustees or Governors but have the right to attend the Trust board, LCs, or sub-committees. They are appointed by the Trust as critical friends, supporting specific skills and knowledge, or providing succession opportunities. Associates serve for a term of 1-4 years and do not have voting rights. Their membership and commitment to the Board and committees are agreed upon, and they can also participate in Task and Finish Groups. The number of associates is limited to a maximum of 2, with annual reviews to assess the demand for knowledge and skills.

Nominated and Linked Governor Roles

The Trust also operates nominated roles at Board and sub-committee, LC levels of its Governance, and these include:

- Safeguarding & Prevent
- Health & Safety
- Health and wellbeing
- EDI
- Quality & Performance

The LLT Senior team

This team includes the CEO, CFO, Executive Principal, and central service team directors. Below is an overview of financial powers and internal controls, responsibility, and accountability. Further details can be found in the job descriptions and the Delegation Matrix.

The role of the senior team is day-to-day management of the Trust, leadership, and management of the central services teams and college leadership teams. It reports to the Trust board and its committees and institutes, shares information with the academy trust board and committee about how the Trust operates to enable monitoring and scrutiny of key policies and improvement plans.

CEO; is responsible for deploying the Trust Strategy, setting, and implementing direction; vision, and mission, and is key in representing the Trust with a range of stakeholders and partners. The Board will appoint the CEO. At Board meetings the CEO acts similarly to Trustees, however, they will contribute, consult, and supervise within their remit of specific expertise in business, strategic direction, performance, and budget monitoring.

CFO; is responsible for managing the finance activities of the Trust and adhering to the accepted accounting principles and regulations. The CFO is responsible for the detailed financial procedures of the Trust. At Board meetings the CFO acts similarly to Trustees, however, they will contribute, consult, and supervise within their remit of specific expertise in business, finance control, crisis management, accounting, and financial planning.

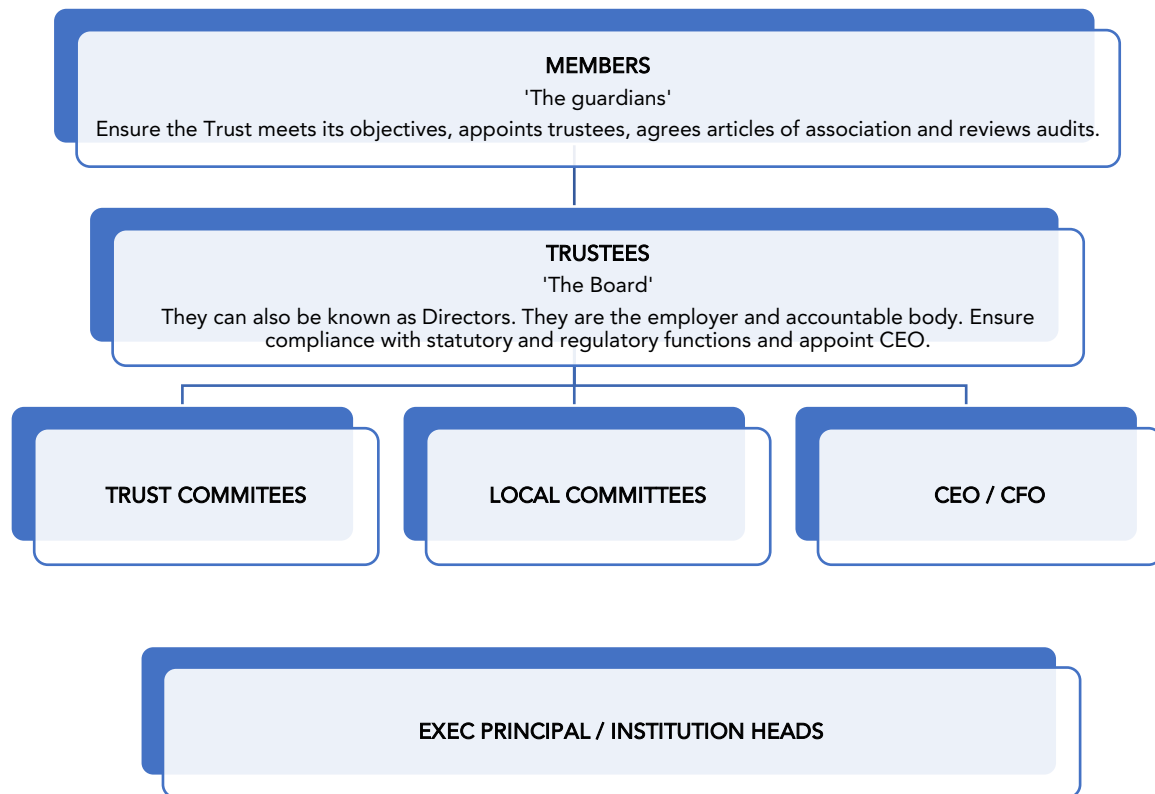
Specific finance powers for both the CEO and CFO can be found in Appendix A - Delegation Matrix and Appendix C Financial Delegation.

New Academy Joiner

If the Trust proceeds with the full due diligence and approves a new joiner, the new joiner will have a Local Committee (LC) and assume a line of accountability as stated in Subcommittees and LCs. The Chair of the LC may be invited to join the Trust Board and/or assume other nominated roles. The Chair will be responsible for

communicating and reporting to the Board on matters relating to their local institute.

The line of accountability:



The different levels of delegated power are listed below (RACI(P):

(R) Responsible: (Implement/ Deploy): The person/body who implements the approved activity.

(A) Accountable (Approver): The individual/body with the ultimate sign-off, scrutiny and oversight.

(C) Consults (Recommends): The recognised expert/s who provides the Approver(s) and opinions will be sought from this individual/group, whilst the facts are being collated on a given matter.

(I) Inform (To note): Those who are kept up-to-date on progress, often only on completion of the task or deliverable, and with whom there is just one-way communication and reports to be noted.

(P) Propose: An individual/group raises an idea/issue that requires further investigation and a deep dive, for example, to create a Task and Finish Group.

1.4 Evaluation, Effectiveness, and Fulfilling Statutory Duty

The Trust must operate a robust Governance structure that is self-critical and reflective. To ensure the Trust can demonstrate this to its stakeholders and ensure it is making an impact and fulfilling its duty, it adopts the following approaches and methods of working and evaluation.

- Governance Cycle (Appendix B).
- Statutory audits and audit work programme.
- Internal and external governance reviews and performance plans.
- Work programmes for all boards and committees.
- Risk Registers with linked areas of responsibilities.
- KPI schedule, linked to the Trust strategy and feeds into the executive senior team.
- Policy Framework.

Alterations to the Scheme of Delegation

There is scope for variation of the Scheme of Delegation and Terms of Reference in relation to individual institutes subject to their performance, as indicated below.

Institute Performance	Arrangement / Alteration to SoD
Good or Outstanding Ofsted category	Full Scheme of Delegation unless any of the performance scenarios below apply
Requires Improvement Ofsted category	May be reduced Scheme of Delegation
Inadequate Ofsted category	Reduced Scheme of Delegation
Low and/or declining pupil outcomes or number with significant finance impact	May be reduced Scheme of Delegation
Weaknesses or risk in finances	May be reduced Scheme of Delegation
Weaknesses in local governance and/or leadership	May be reduced Scheme of Delegation
There is evidence that safeguarding is not effective	Reduced Scheme of Delegation

Where a Scheme of Delegation /Term of Reference is reduced there will be regular opportunities to review the progress towards a full scheme, with the CEO making recommendations to Trustees when the institute should regain full delegation and ToR.

SECTION 2

TERMS OF REFERENCE

Section 2 - Terms of Reference

2.1 The Trust Board

The Board and trustees have overall accountability for ensuring the Trust is doing what it is set up to do, that it continues to be a going concern, and acts in the public interest. It provides strategic scrutiny and guidance of direction, representing its core values and behaviours.

The three core strategic functions of the Trust Board are:

1. To ensure clarity of the Trust's vision, ethos, and strategic direction.
2. To hold executive leaders accountable for the educational performance and quality improvement of the Trust, the outcomes for students, and the performance management of staff. Seek Trust assurance that the executive has the capacity and capability to do this and to monitor the impact of executive action as manifested in results.
3. To oversee the financial performance of the Academies to ensure their solvency and that their money is spent appropriately and offers value for money.

Board activities and expectations;

- Reviewing results and outcomes against agreed Key Performance Indicators and targets. Agreeing and monitoring improvement priorities and inquiring into the "enablers" that have led to results e.g. strategies, management approaches, and policies and to seek assurance that improvement opportunities have been properly understood and prioritised. Analysis will include trends and year-on-year comparisons where necessary.
- To report committee output, including any identified risks linked on the risk register, to the Trust Board on a termly basis, or more frequently if needed.
- Produce and review a work programme that ensures statutory duty, SoD and ToR are fulfilled.

In particular, the Trust Board will:

1. Be responsible for the strategic direction and oversight of the Trust's long-term strategic plan and the monitoring of annual KPIs and progress towards the longer-term plan.
2. Have oversight of strategic stakeholder engagement e.g., DoE, RSC, Local authorities, Networks.

3. Have strategic oversight of the effectiveness of safeguarding, health, and safety, student behaviour as well as both student and staff well-being at the Trust level and Trust culture (Trust Values).
4. Have financial accountability and ensure the Trust remains a going concern. Strategic budgeting and financial oversight at the Trust level, making sure money is well spent and the Trust is achieving value for money and public benefit. Oversight of Trust level resources, shared services, major capital programmes, and projects. Oversee the delegated powers and receive reports from the Finance, Resource, and Strategy Committee. **see F, R & S ToR.*
5. Have strategic oversight of the effectiveness of Trust quality, Trust performance, and data, and Trust quality standards & culture.
6. To review and scrutinise the Trust's quality data, ensuring that they are subject to continuous improvement and that innovation is used to generate increasing value and drive the Trust's institutions towards sustained Outstanding. To ensure that robust and timely arrangements are in place for Trust self-assessment, annually, and to agree on mechanisms for prompt and urgent action to address poor performance and review the key KPIs that will be most effective in monitoring the delivery of the highest quality experience, the very best outcomes for all, and drive to Outstanding.
7. Seek assurance that the Trust's values in terms of both equality and diversity are being upheld as part of the stakeholder experience and to monitor the effectiveness of actions being taken to deliver equality and diversity objectives and best quality outcomes.
8. Have strategic oversight of risk, risk mitigation, and risk register.
9. Undertake statutory duty and Strategic oversight of policy, and policy development, and ensure they remain current and meet regulatory and statutory legislation. Agree and articulate a Policy framework for the Trust and the institutes.
10. Be a Trust ambassador and act in the Trusts and public interests. Act with reasonable care and skills (Public Life, Nolan Principles) ensure good governance and be the visible face of Trust and governance.
11. Commission the delegated work of relevant Trust Task and Finish Groups, with T&F group chairs reporting back to the Trust Board. Have oversight of Local Committee-formed Task and Finish Groups.
12. Act as the legal employer of all staff. Oversee the delegated powers and receive reports from the Succession, Recruitment, and Remuneration committee including performance and pay. **see S, R & R ToR.*

13. Specify a Scheme of Delegation for sub-committees of the Trust Board, including Local Committees. This scheme will include delegated financial authorities and oversee and ensure all legal and regulatory compliance, including governance standards.
14. Receive audit reports from F, R & S committees, and oversee a Board Assurance Framework.
15. Appoint the Trust's Chief Executive Officer, Chief Financial Officer, Governance Manager, and Company Secretary, and support the recruitment of a wider senior team.
16. Appoint members of the Trust's sub-committees, including Local Committees.

Meeting

The Trust board will meet at least 4 times a year and hold an annual general meeting (AGM).

Ways of working

The meeting environment will be driven by the agenda or external circumstances that may affect personal face-to-face attendance. Any decision about how the meeting should be held will be taken on the basis that it provides the best opportunity for participation, allowing all members to contribute within a safe environment that enables high-quality debate and oversight. The Chair of the Committee will have the autonomy to make this decision. Meeting environments that might be considered in order of preference, are:

1. In person
2. Remote video conferencing (e.g. Zoom, Teams)
3. Hybrid (where resources are available)

The Chair must apply caution to ensure the meeting environment is fit for purpose so that Trustees and/or Local Governors can fulfil their duties effectively. Meetings must also be UK GDPR compliant.

Minutes

All minutes and attendance records will be published. Publication will be in a termly cycle.

Membership

Trustees - we seek to hold a minimum of 8 trustees and a maximum of 12 reflective of demand, risk, and skills analysis.

A minimum of 4 Trustees must be in attendance to be quorate. The Chair and Vice Chair will be selected annually by the Board at the AGM.

LLT senior attendees by invitation:

- The Chief Executive Officer
- The Chief Financial Officer
- Executive Principal
- Central service team directors

2.2 Trust Board Sub-Committees

Meetings

Sub - Committees will meet at least 3 times* and could meet a maximum of 5 in each academic year. If the committee is exceeding more than 5 meetings a year, a review of the ToR will be conducted, and recommendations made for the annual SoD review and AGM.

*Excludes the sub-committee Succession, Recruitment, and Remuneration. This committee will meet at least once a year and a maximum of 3 times.

Non Trustee members of Local Committees can be members of committees, but Trustee membership must be in the majority.

Committee chairs will be elected annually, and the committee will elect a Vice/Deputy.

Sub-Committee Ways of Working

The committees will be led by evidence and data. They will establish benchmarks and trends wherever possible. Data will not be reported without commentary and analysis. Committees will take steps to ensure that sources of external and independent validation are used wherever possible across all aspects of governance.

The meeting environment will be driven by the agenda or external circumstances that may affect personal face-to-face attendance. Any decision about how the meeting should be held will be taken on the basis that it provides the best opportunity for participation, allowing all members to contribute within a safe environment that enables high-quality debate and oversight. The committee Chair will have the autonomy to make this decision. Meeting environments that might be considered in order of preference, are:

1. In person.

2. Remote video conferencing (e.g. Zoom, Teams).
3. Hybrid (where resources are available).

The Chair must apply caution to ensure the meeting environment is fit for purpose so that Trustees and/or members of the Local Committee can fulfil their duties effectively. Meetings must also be UK GDPR compliant.

Minutes

All minutes and attendance records will be published. Publication will be in a termly cycle.

2.2.1 Finance, Resource, and Strategy

The sub-Committee has three core functions:

1. To ensure that effective financial management strategies are developed and implemented through clearly defined policies, processes, and procedures
2. To ensure that there is an effective resource and estate management strategy and implemented through clearly defined policies, processes, and procedures.
3. To ensure strategies align with the Trust's overall strategy and growth plans and monitor annual strategic KPIs to ensure the Trust is on track with its 5-year plan.

Committee activities and expectations;

- Reviewing results and outcomes against agreed Key Performance Indicators and targets. Agreeing and monitoring improvement priorities and inquiring into the "enablers" that have led to results e.g. strategies, management approaches, and policies and to seek assurance that improvement opportunities have been properly understood and prioritised. Analysis will include trends and year-on-year comparisons where necessary.
- To report Committee output, including any identified risks linked on the risk register, to the Trust Board on a termly basis, or more frequently if needed.
- Produce and review a work programme that ensures statutory duty, SoD and ToR are fulfilled.

Finance, Resource and Strategy

1. To receive the Trust's management accounts by email on a monthly basis and review these at every meeting of the Committee. In particular, to understand any significant variances against budget and how these might

impact on the financial plans. Ensure that arrangements are in place for regular bank reconciliations.

2. To scrutinise the Trust's short, medium, and long-term financial plans (including capital expenditure) and seek assurance that the Trust remains financially sustainable throughout. To oversee financial plans with a view to these being cash-neutral or positive. In the case of any forecast deficits, to respond promptly by overseeing executive action to improve the Trust's position. To ensure that any potential deficits are proactively notified to the ESFA and oversee the executive's dialogue with relevant stakeholders.
3. To review the Trust's annual Report and accounts in collaboration with the Compliance Committee and seek assurance that the Trust remains a going concern.
4. To receive and review regular financial risk management reports detailing existing and/or emerging financial risks and agree on mitigating action. This will include scrutiny of the financial aspects of the Trust's risk register regularly.
5. To review the effectiveness of the Trust's financial forecasting and planning, including the models and tools used for this purpose, including to seek and review external benchmarks and other sources of independent validation of the Trust's financial planning and modelling.
6. To understand and have oversight of the financial impact and resource requirements of proposals emerging from the Trust development regarding Trust growth and/or new markets. To do the same for any Estates Development proposals, and the Trust's IT Strategy to ensure that this optimises the student experience and that of other stakeholders.
7. To seek assurance that the Trust can properly understand and assess value for money.
8. To seek assurance that the Trust remains compliant with its own Financial Regulations and to review these on an annual basis. To also ensure that the Trust remains compliant with the Academy Trust Handbook.
9. To annually review the Trust's contracts register and the management of this.
10. To annually review the adequacy of the Trust's insurance arrangements.
11. To agree any write-off of uncollected or uncollectable losses.
12. To scan and review opportunities for growth identified in line with the Lighthouse Learning Trust 5 -year strategy.

13. To review Trust marketing & communication plans and the impact of these on market share and strategy.
14. To have consideration of market and economic data and sector intelligence that might inform the Trust's future growth and strategic KPIs. Where appropriate commission Task & Finish to support labour market intelligence.
15. To review the Trust's estate strategy and monetisation opportunities.
16. Oversight of the people resources strategy and data and provide input to the S, R & R committee.

Delegated Authorities and Plan of Business

The Board delegates financial authority to the Finance, Resource, and Strategy Committee of up to £96,000 within the parameters of the Trust's overall budget as agreed by the Board.

The Committee will determine for itself an annual Plan of Business via the work programme that will deliver fulfilment of its terms of reference and delegated authorities.

Monitoring of agreed KPIs from KPI matrix.

Membership

There will be at least 4 FR&S committee members, all of whom must be Trustees. At each meeting there must be a minimum of 3 FR&S committee members to be quorate and a Trustee majority must be maintained.

Chair and Vice-Chair will be elected annually from the FR&S committee membership.

Other FR&S committee attendees will be as listed by invitation:

LLT senior attendees by invitation:

- The Chief Executive Officer
- The Chief Financial Officer
- Executive Principal
- Central service team directors

2.2.2 Compliance

The sub-committee has two core key functions:

1. To maintain the quality and compliance of the Trust's audit provision and the effectiveness of its risk management framework. In particular, the Committee provides an essential source of assurance for both the Board and Accounting

Officer about annual reporting, internal control, risk management, and compliance.

2. Overseeing the compliance and effectiveness of the Trust's governance. This includes assuring the Trust's governance framework and its Scheme of Delegation meet statutory duty.

Common Committee activities

1. Reviewing results and outcomes against agreed Key Performance Indicators and targets. Agreeing and monitoring improvement priorities and inquiring into the "enablers" that have led to results e.g. strategies, management approaches, and policies.
2. To report Committee output, including any identified risks linked on the risk register, to the Trust Board on a termly basis, or more frequently if needed.
3. Produce and review a work programme that ensure Statutory duty, SoD and ToR are fulfilled.
4. To review the external auditor's report and the adequacy of the management response. To review the Trust's draft Report and Accounts in collaboration with the Finance, Resource, and Strategy Sub-Committee. This review will include a face-to-face meeting with the external auditor and will result in a recommendation to the Board regarding acceptance of the Report and Accounts in advance of publication and presentation to the Board and Members. Recommend the appointment, reappointment, or dismissal of the Trust's external auditor to the Trust's Members and monitor the performance of the external auditor on an annual basis.
5. To assess the Trust's requirement for internal audit services and to appoint, reappoint, or dismiss internal audit providers based on their performance against agreed criteria and Trust need.
6. To agree, assess and track the content of annual internal audit work programmes. This will be a risk-based decision-making process and formally advise the Board on the adequacy and effectiveness of the Trust's systems of internal controls. This will be done using an annual written report from the Committee to the Board.
7. To commission regular funding audits based on risk and need, and to monitor the management response to these.
8. To develop and oversee the whole deployment of the Trust's risk register and policy, the Board assurance map, and risk management framework including receiving and evaluating risk management reports from the Trust's executive team.

9. Receive termly reports from the independent Data Protection Officer (DPO) regarding Trust compliance with the UK GDPR and agree on actions as necessary and risk that may need to be added to the register.
10. To review the Trust's policy framework on an annual basis and ensure that this remains comprehensive. To review the Trust's mechanisms for developing and deploying policy and assure that these are effective. In particular the effectiveness of the Whistleblowing, safeguarding and prevent Policies.
11. Review and assure the Trust's compliance with the Academy Trust Handbook and its Scheme of Delegation.
12. To oversee the annual governance self-assessment process and make recommendations as to how the Trust Board can improve its performance and to review and respond to any recommendations regarding governance as received from auditors.
13. To review and monitor Trustee and Governor induction, training plans, and statutory training.
14. To develop and recommend a Governors' Expenses policy and review expenses if required.

Delegated Authorities and Plan of Business

The Committee will determine for itself an annual Plan of Business via the work programme that will deliver fulfilment of its terms of reference and delegated authorities.

Monitoring of agreed KPIs from KPI matrix.

The Committee operates independently and reserves the right to meet with auditors or other external advisors without the presence of the executive team.

Membership

There will be at least 3 Compliance Committee members, all of whom must be Trustees. At each meeting there must be a minimum of 2 Compliance Committee members to be quorate and a Trustee majority must be maintained.

Chair and Vice Chair will be elected annually from the Compliance committee membership. Other Compliance committee attendees will be as listed, by invitation.

Likely LLT senior attendees by invitation;

- The Chief Executive Officer
- The Chief Financial Officer

- Executive Principal
- Central service team directors

2.2.3 Succession, Recruitment, and Remuneration (Subcommittee to Compliance)

The Committee has three main functions concerning Trustees, Governors, Governance Manager and Executive team

1. Succession planning and Recruitment
2. Performance
3. Pay, reward, and expenses.

Committee activities and expectations;

- Reviewing results and outcomes against agreed Key Performance Indicators and targets. Agreeing and monitoring improvement priorities and inquiring into the "enablers" that have led to results e.g. strategies, management approaches, and policies and to seek assurance that improvement opportunities have been properly understood and prioritised. Analysis will include trends and year-on-year comparisons where necessary.
- To report Committee output, including any identified risks linked on the risk register, to the Trust Board on a termly basis, or more frequently if needed.
- Produce and review a work programme that ensures Statutory duty, SoD and ToR are fulfilled.

General Terms of Reference

1. To review the annual Governance Knowledge, Skills, and Experience assessment and map succession planning and recruitment activities to needs and gaps (Gap analysis). Using knowledge to inform succession plans and governance recruitment.
2. To monitor the Terms of Office, and attendance of Trustees and Local Governors, to evaluate the performance and skills of existing Trustees and Local Governors before recommending their re-appointment. Report attendance data annually to the Trust Board.
3. To succession plan and develop and recommend the "Search" process for the appointment of new Trustees, Local Governors and the Executive team.
4. As required, set up a recruitment and appointment panel for screening and shortlisting nominations in respect of vacancies on the Trust Board, Local Governing Bodies and Executive team, and review outcomes.
5. To define and make recommendations to the Board about the role of the Trust Chair and Governance Manager.

6. To receive an annual performance review from the Chair on the performance of the CEO and Governance Manager/Company Secretary and performance reviews from the CEO on the performance of the executive team.
7. Annually review remuneration recommendations, expenses, and rewards, making recommendations to the Finance, Resource and Strategy Committee on pay.
8. Review performance and remuneration policy.

Succession Planning

The Committee will be responsible for planning succession and setting up of the recruitment and selection panels for the following roles:

- Chief Executive Officer
- Executive Director
- Chief Financial Officer
- Governance Manager
- Trust Chair and Vice Chairs
- Local Governing Body Chairs
- Sub-Committee Chairs

Delegated Authorities and Plan of Business

To conduct appropriate searches, conduct interviews and selection and make appointment recommendations to the board. Selection and interview panels can be enhanced by wider Trust Trustees, Local Committee members, or Executive team.

Meeting

A minimum of once per year and a maximum of three times.

Membership

There will be at least 3 Succession, Recruitment and Remuneration committee members, all of whom must be Trustees. At each meeting there must be a minimum of 2 Succession, Recruitment and Remuneration committee members to be quorate, and a Trustee majority must be maintained.

Chair and Vice Chair will be elected annually from the Succession, Recruitment and Remuneration committee membership. Other Succession, Recruitment and Remuneration committee attendees will be as listed, by invitation:

LLT senior attendees by invitation:

- The Chief Executive Officer
- The Chief Financial Officer
- Executive Principal
- Central service team directors

2.2.4 The Local Committees (LC)

The LCs provide a focus on driving improvement in each of the local institutions and by providing oversight through monitoring the curriculum, its suitability for all students as well as student progress and attainment.

The LC will be "the eyes and ears" of the Trust Board. The LC has four core functions:

1. Be responsible for the on-the-ground monitoring of the Institutes' strategic priorities and progress toward achieving them specifically the development plan.
2. Provide critical oversight of the local effectiveness of safeguarding, health and safety, student behaviour as well as both student and staff well-being and institution culture (Trust values).
3. Provide critical oversight of the Institution's effectiveness of quality, institute performance, and seek institute assurance that the senior team has the capacity and capability to do this and to monitor the impact of action as manifested in results.
4. Make sure money is well spent locally and they are achieving value for money.

Common Committee activities

- Reviewing results and outcomes against agreed Key Performance Indicators and targets. Agreeing and monitoring improvement priorities and inquiring into the "enablers" that have led to results e.g. strategies, management approaches, and policies.
- To report Committee output, including any identified risks linked on the risk register, to the Trust Board on a termly basis, or more frequently if needed.
- Produce and review a work programme that ensures Statutory duty, SoD and ToR are fulfilled.

General Terms of Reference

1. Financial oversight at the institute level and budgets, making sure money is well spent and the Trust is achieving value for money and public benefit.

Oversight of the institute's resources, capital programmes, and projects and decide levels of central services and resource allocation.

2. Responsible for the institute's strategic direction in line with the Trust Strategy, monitoring of annual KPIs, and the effectiveness of institution development plans, marketing and communications in line with Trust strategy, vision, and values.
3. Be accountable for institute quality data, validate and monitor the institution self assessment review and Quality Improvements and their impact locally. Have oversight of the effectiveness of the institution's quality, performance, and quality standards & culture.
4. Support the Principal/institution heads to drive the improvement of teaching & learning and to raise expectations locally.
5. Lead on and gain insight on the institution-specific stakeholder engagement ensuring the voices of the students, staff, partners, and the community are heard and inform strategic decisions. Link to LSIP and authority priorities.
6. Institution delivery and deployment of policy and evaluate and scrutinise the deployment of Trust policy.
7. Have oversight of the effectiveness of safeguarding, health, and safety, student behaviour as well as both student and staff well-being at the Trust level and Trust culture (Trust Values).
8. Be an institution ambassador and act in the institutes and public interests. Act with reasonable care and skills (Public Life, Nolan Principles). Be the visible face of the Trust and institution governance.
9. Oversight of Institution risk, risk mitigation and risk management.
10. Commission the delegated work of relevant institutional Tasks and Finish Groups, reporting back to Local Committee (LC) Chairs/representatives reporting to the Trust.
11. Celebrate local success flagging achievement to all stakeholder groups including the local community.
12. Oversight of site safety, maintenance, and utilisation plans, monitor institutes' estate plans.
13. Monitor the extent to which the curriculum meets the needs of local learners and stakeholder and statutory requirements. Tri-angulate evidence of "impact" both internally and externally through direct dialogue with stakeholders and through personal visits to the institute.

Delegated Authorities and Plan of Business

The Committee will determine for itself an annual plan of business via the work programme that will deliver fulfilment of its terms of reference and delegated authorities. Oversight of local budget.

Monitoring of agreed KPIs from KPI matrix.

See Appendix C Financial Delegation Matrix.

Membership

The Local Committee will comprise of members from the following categories, all of whom must be appointed by the Trust Board in accordance with 2.1.15:

1. Trustees.
2. Local Committee members (previously known as governors).
3. Parent members - there are 2 reserved places for parent members within the committee and role selection will be held in line with the Academy Trust handbook.

In addition to the above members' classifications, a maximum of 2 places are available to enable feedback from staff and students.

Local Committees - we will have a minimum of 4 local committee members and a maximum of 8 members of demand, risk, and skills analysis.

Trustees can be local committee members.

There must be a minimum of 3 local members, which can include trustee on the local committee, to be Quorate.

The Chair will be elected annually, with the LC electing a Vice/ Deputy

LLT senior attendee by invitation:

- Executive Principal
- Institutional Principals / Heads
- Central service team directors
- CEO / CFO

2.3 Task and Finish Groups (T&F)

The scheme of delegation includes the formation of Task and Finish Groups, which operate alongside the formal Trust structure. These groups are established based

on specific scrutiny, lines of inquiry, emerging themes, priorities, or specific projects. T&F groups have no delegated power.

- T&F groups do not possess decision-making authority and are required to report their findings back to either the Local Committee (LC) or Trust Board. The Trust Board has oversight of all T&F groups.
- Approval to establish a T&F group, as well as agreement on Terms of Reference (ToR) and outcomes, must be obtained from either the Trust Board or the LC, depending on the level and nature of the inquiry.
- The T&F group must provide a report to the Trust Board or LC, summarizing their findings, outcomes, and recommendations within the designated timeframe. If a T&F group is established at the local LC level, the LC chair/representative will report to the Trust Board, presenting the high-level outcomes of the group and providing Trust oversight.
- Members of a T&F group should be selected based on the relevance of the subject and the level of inquiry. Participants can be invited from across the Trust, LC, Associates, and staff. It may also be beneficial to consider the contribution of a known critical friend or peer.

SECTION 3

APPENDICES

Appendix A - Governance Delegation Matrix						
<p>A delegation matrix (a simple table documenting delegated responsibilities) supports the Trust's SoD by providing a simple reference that covers statutory and essential responsibilities. Separate terms of reference for each of the board's committees can also be referenced. The different levels of delegated power are listed below:</p> <p>(R) Responsible (Implement / Deploy): The person/body who implements the approved activity.</p> <p>(A) Accountable (Approver): The individual/body with the ultimate sign-off, scrutiny, and oversight.</p> <p>(C) Consults: The recognized expert/s who provides the Approver(s) and opinions will be sought from this individual/group, whilst the facts are being collated on a given matter.</p> <p>(I) Inform (Informee): Those who are kept up to date on progress, often only on completion of the task or deliverable, and with whom there is just one way communication.</p> <p>*Highlighted - Statutory or comply with articles of association or funding agreements</p>						

No	Board, Committee, and Business	Members	Board	CEO / CFO	Executive Principal / Headteacher	Committees	Local Committees
Trust Business							
1	Appoint and remove members.	A (R-Chair)	I	I	I		
2	Appoint and remove trustees.	A	R	I	I	I	I
3	Elect chair of trustees.	I	A/R	C	I	I	I
4	Appoint and remove board chair.	I	A/R	I		I	I
5	Establish and review the Trust governance structure.	I	A/R	C			
6	Agree named safeguarding trustee.		A/R				
7	Agree on trustee leads and nominated roles.	I	A/R	I		I	I
	Appoint/remove committee chairs.		A	C	I	R	R
9	Appoint/remove committee members.		A	C	I	R	R
10	Appoint Trust governance professional.	I	A/R	C	C		
11	Agree on committee clerking arrangements.		A/R	C	C	I	I
12	Articles of association: review.	C	A	R	I		
13	Articles of association: ratify.	A		R	I		
14	Complete the annual review and ratify the scheme of delegation.	I	A/R	R	I	I	I
15	Agree on committee terms of reference.	I	A/R	C	C	C	C
16	Complete annual Trust board self-review.	I	A/R	I			
17	Complete review of local governance.	C	A	C	I	R	R
18	Publish governance arrangements on Trust websites it is compliant.		A	R			
19	Submit an annual report on the performance of the Trust to members and publish it.	I	A	R			
20	Commission's external review of board effectiveness every three years.	I	A	R			
21	Comply with Companies House and annually update Trustees/Directors or when there is a change. (Including Company Secretary).	C	A/R	C	I		
22	Update and publish Members, Trustees, and Governor's declarations and conflicts of interests or when they change.		A	R (CFO)			

23	Agree and publish Whistle Blowing policy.	I	A	R	C	I	I
Vision & Strategy							
1	Determine the Trust's vision, strategy, and key priorities.	C	A	R	C	I	I
2	Determine Local Institute strategy and development plans.	I	I	C	R		A
3	Determine Trust-wide policies that reflect the Trust's ethos and values.	I	A	R	C	I	I
4	Determine Local Institute Policy.	I	I	C	R		A
5	Establish a risk register and conduct regular reviews.		A	R (CFO)	C		
6	Monitor Risk at the associate appropriate level.		A	R	R	R	R
7	Ensure engagement with stakeholders.		A	R	C	R	R
8	Developing stakeholder partnerships across the Trust.		R	R	R	R	R
9	Developing stakeholder partnerships at college/school level.			I	R		R
Finance and Estates							
1	Appoint and remove external auditors.	A/R	C	C	I		
2	Appoint and performance manage chief financial officer.	I	A	R			
3	Produce Trust's scheme of financial delegation.		A	R		I	
4	Receive external auditors' reports.	A	I	C	I	R (compliance)	
5	Action recommendations made by external auditors.	I	A	R	I	R (F, R & S)	I
6	Produce annual reports and accounts in line with the Commission's Statement of Recommended Practice.	I	A	R			
7	Submit ESFA-required reports and returns.		A	A/R		R (compliance)	
8	Agree budget plan to support delivery of trust strategic priorities.		A	A/R		R (F, R & S)	
9	Set college/school Budget Plans.		A	A/R	C		R
10	Review & Monitor Budget Plan.		A/R	A/R	C	R (F, R & S)	R
11	Carry out Trust benchmarking and Trust-wide value-for-money evaluation.		A	R			
12	Carry out local benchmarking and Local value-for-money.		C	R			R
13	Approve Trust-wide resource, estate vision, strategy, and asset management plan.		A/R	R		R (F, R & S)	
14	Establish local resource, estate vision, strategy, and asset management plan.		C	R			R
15	Monitor Trust estate to ensure it is safe and well-maintained.		A	R	C		R
Human Resource, People and Pay							
1	Appoint and dismiss the CEO/Accounting Officer.	C	A (R-Chair)	I			
2	Performance management CEO.	I	A (R-Chair)	I		C (Succession)	

3	Agree on CEO pay and reward.	I	A	C (CFO)		R (Succession)	
4	Conduct Trust Executive Team performance management.	I	C	A/R		C (Succession)	
5	Agree on Trust and local pay and reward.		A	R	C	R (Succession)	C
6	Review and agree on staff appraisal procedure and pay progression.		A	R	I	R (Succession)	
7	Determine Trust Executive Team staffing structure.	I	C	A	I	C (Succession)	
8	Trust Executive Team appointments and dismissal.		I	A/R		C (Succession)	I
9	Trust-wide pay policy, terms and conditions of Employment.		A	R	I	C (F, R & S)	C
10	Determine disciplinary and capability policies.		A	R		C (F, R & S)	
11	Implement disciplinary and capability procedures – CEO.		A (R-Chair)				
12	Implement disciplinary and capability – central team.		A	R			
13	Implement disciplinary and capability procedures – Local Institutes.		A	C		C	R
14	Approval of exit payments/early retirement/pension discretion (above a certain threshold).		A	C		R (Succession)	
Education							
1	Approve Trust curriculum and curriculum strategy.		A	R	C	I	
2	Approve local curriculum and curriculum strategy.		I	A	R		C
3	Ensure high standards of teaching and learning across the Trust and locally in line with the Trust ethos.		A	R	R	R (Compliance)	R
4	Delivery of curriculum in line with local development plan.		I	A	R		A
5	Set targets for trust outcomes and Trust improvement plans.		A	R	R		I
6	Plan and deliver local improvement interventions and strategies.		I	A			R
7	Agree on Trust behaviour policy.		A	R	R	C (Compliance)	C
8	Implement behaviour policy.		I	C	A/R		R
9	Review permanent and fixed-term exclusions.			I	A/R		A
10	Agree on admissions policy.		C	A			A
11	Admissions appeal process.		A	C	A/R		R
12	Determine complaints policy.		A	R	C	C (Compliance)	C
13	Implement complaints procedures.		A	C	R		R
Safeguarding							

1	Ensure appropriate safeguarding policies and procedures are in place as per latest KCSIE guidance.		A	R	C	I	I
2	Ensure that the college / school meets IT monitoring and filtering standards.		A	R	C	I	I
3	Ensure all Members, Trustees and Governors received appropriate safeguarding Training.	R	R	A	I	R	R
4	Ensure an appropriate designated safeguarding lead is in place.		A	C	R	I	I
5	Awareness of Multi Agency working in relation to safeguarding.		I	A	R	I	I
6	Awareness of the Data Protection Act 2018 and the UK General data protection (GDPR).		I	A	R	I	I

Appendix C

Finance Delegation

The Trust's Financial delegation, including the delegated financial authority of the CEO and Executive Principal, is set out within Appendix 1 of the Trust's Financial Regulations.