Landau Forte Charitable Trust
Scheme of Delegation

Introduction
The Scheme of Delegation sets out the delegated powers between the different bodies involved in the governance and operation of the Trust and member academies. This scheme of delegation is reviewed annually. The bodies include:

1. Trust Members
2. Trust Board of Directors
3. Trust Finance and General Purposes Committee
4. Trust Audit and Risk Committee
5. Trust Remuneration Committee
6. Education and Standards Committee
7. Trust Chief Executive Officer
8. Academy Committee
9. Trust Deputy Chief Executive Officer and Chief Finance Officer
10. Executive Leadership of the Trust
11. Principal of a group of or an individual Academy

The delegated powers are broken down into different levels in line with the Trust's principles of governance, leadership and operation. The delegated autonomy for individual academies is aligned with the need for the Trust to fulfil its corporate responsibilities and accountabilities to the Department for Education (DfE), Education & Skills Funding Agency (ESFA), HMRC and Companies House.

Governance Overview
There are five main bodies in the Trust's governance structure, each with defined responsibilities. The basis of these are as follows:

Members
The members should receive information in a timely manner concerning the Trust's and the underlying Academies activities and their approval will be required on a range of matters concerning general direction of the Trust in accordance with specific delegated powers.

If they have concerns that the Trust is not fully complying with its objectives, they do have the ultimate powers to remove Trustees. The Members have the overall power over the Trust including the ability to wind it up.

Members will remain fully informed of trust business through receipt of all Trustee papers to ensure that the board continues to practise good governance.

- Ability to wind up Trust
- Ability to change Articles of Association
- Select and deselect Directors of the Trust
- Appoint new members or remove existing members other than, where there is one, the foundation/sponsor body and any members it has appointed
- Appoint trustees as set out in the Trust's articles of association and powers under the Companies Act 2006 to remove trustees
- Appoint the Trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act)
- May, by special resolution, issue direction to the trustees to take a specific action

- Have power to change the company's name and, ultimately, wind it up.

Trust Board Directors (Trustees)

The responsibility to conduct the academy trust's business sits with the Academy Trustees. If, however Trustees are unable, or unwilling to act in the best interests of the academy trust the Members are able to and should consider using the powers available to them.

- Legal responsibility to DfE for all Academies
- Strategy and direction of the Trust
- Financial stability and financial probity
- Recruitment of senior staff, including Principals.
- Monitoring effectiveness of governance structure

Finance and General Purposes Committee

- Review and recommendation of budgets prepared by the Finance team, in conjunction with Academy Principals.
- Monitor performance against agreed budgets
- Review and recommendation of Capital spending plans
- Oversight of Treasury and investment functions
- Review of Financial policies

Audit and Risk Committee

- Recommendation to appoint external auditors
- Review of external audit reports
- Review of risk register as prepared by Finance Team
- Review of Directors expenses
- Review and approval of Trust Policies

Education and Standards Committee

- To act on matters delegated by the Trust Board
- To liaise and consult with other committees where necessary.
- To monitor and contribute to the Academy Improvement Plans.
- To consider safeguarding and equalities implications when undertaking all committee functions.
- To monitor and contribute to Trust strategies and projects supporting educational improvement.

Academy Committee

- Monitor and validate measures of academic progress
- Monitor and validate teaching quality assessments
- Monitor and validate use of Pupil Premium Grants
- Ensure compliance with Safeguarding and Special Needs policies
- Support Academy with key processes in line with the terms of reference

Trust Policies

A key task for the Trust is to develop and monitor a range of policies that member academies are expected to adopt. These policies are summarised in the LFCT Handbook, available to all Trustees and Governors via GovernorHub and Staff via the Trust Intranet; policies include those listed below:

Operational Policies	Employment & Staff Policies
Whistleblowing Policy	Remuneration Policy
Financial Policies & Procedures	Grievance & Disciplinary Procedures
Safeguarding Policy	Staff Development & Training Policy
Health & Safety Policy	Maternity, Paternity and Parental Leave
Data Protection Policy	Staff Recruitment Policy
Freedom of Information Policy	Staff Attendance Policy
Complaints Policy	
SEN & Inclusion	
CCTV Policy	

Delegated Powers

Three different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined and that there are other levels not listed, such as propose, consult and implement.

- Approve (A)
- Recommend (R)
- Monitor, Question & Report (M)

The Scheme of Delegation should be read in conjunction with the Trust's Articles of Association and the Terms of Reference for the relevant body. While the Scheme is designed to be comprehensive it will not cover every task.

Where there are queries these should be initially directed to the Trust's Company Secretary.

Delegated Powers

This list is not exhaustive. The list will be reviewed and revised once a year by the Audit Committee

	Task	Notes	Members	Trustees	F & GP	Audit	Education Standards Committee	Academy Committee	Remuneration Committee	CEO	Deputy CEO	Principal	Head of Finance	Budget Holder
1.	**Governance**													
1.1	Approve Trust Articles of Association		A	R										
1.2	Approve Trust Board Terms of Reference		A	R										
1.3	Approve Trust Scheme of Delegation			A										
1.4	Approve new convertor or sponsored academies joining MAT			AR										
1.5	Establish Trust Committees			A										
1.6	Approve Trust Committee Terms of Reference			A										
1.7	Approve Academy Committee Terms of Reference			AR										
1.8	Establish committee working groups	From various sources		A				R						
1.9	Appoint Chair of Trust Board	From various sources	A	R										
1.10	Appoint Chair of Academy Committee	From various sources		A										
1.11	Remove Chair of Academy Committee	In exceptional circumstances		A				R		R				
1.12	Appoint (and remove) Academy Committee members	As per agreed composition						AR		R				
1.13	Appoint (and remove) Chair(s) of Trust Committees			AR										

	Task	Notes	Members	Trustees	F & GP	Audit	Education Standards Committee	Academy Committee	Remuneration Committee	CEO	Deputy CEO	Principal	Head of Finance	Budget Holder
1.14	Appoint (and remove) Trust Committee members	As per agreed composition		A	R	R								
1.15	Appoint (and remove) Company Secretary			AR										
1.16	Appoint (and remove) Clerk to Academy Committee									A	R			
1.17	Organise calendar of Trust Board and Academy committee meetings			A				R		R	M			
1.18	Approve Directors Expenses Policy				AR	M								
1.19	Trust wide parental communications	Trust reputation		A						M	M			
1.20	Trust wide community engagement			A						M	M			
1.21	Appointment of new members	By special resolution	A	R										
1.22	Removal of members		A	R										
1.23	Appoint Trustees		A	R						R	R			
1.24	Remove Trustees		A	R						R	R			
1.25	Issue direction for Trustees to take specific action		A							R	R			
1.26	Change Company name or wind up company		A	R						R	R			
1.27	Approval of Internal Audit programme					A					RM			
1.28	Approval of Trust level policies					A								

	Task	Notes	Members	Trustees	F & GP	Audit	Education Standards Committee	Academy Committee	Remuneration Committee	CEO	Deputy CEO	Principal	Head of Finance	Budget Holder
2	**Educational Performance**													
2.1	Trust Strategic Plan			A						RM				
2.2	Academy Performance Targets			A			M	M		RM		R		
2.3	Academy Performance Review e.g. SEF			A				M		RM		R		
2.4	Academy 3 year plan			M			M	M		A		R		
2.5	Academy 1 year plan			M				M		A		R		
2.6	Academy Teaching & Learning Plan			M				M		A		R		
2.7	Curriculum Policy						M	M		A				
2.8	Sex Education Policy						M	M		A				
2.9	Religious Education Policy						M	M		A				
2.10	SEN & Inclusion policy						M	M		A				
2.11	Trust Staff Development Plan			M				M		A	M			
2.12	Academy Staff Development Plan			M				M		A		M		
2.13	Trust Inset Days							M		A	M			
2.14	Prevent: Radicalisation & Extremism Policy			M			M	M		A		M		
3	**Staff Policies & Pay**													
3.1	Remuneration Policy				RA				A	M	M			

	Task	Notes	Members	Trustees	F & GP	Audit	Education Standards Committee	Academy Committee	Remuneration Committee	CEO	Deputy CEO	Principal	Head of Finance	Budget Holder
3.2	Approve Annual Awards (Global)			A					R	R				
3.3	Pay Awards – VPs, HoA, Principals, DoF/Deputy CEO								A	R	M			
3.4	Pay Award - CEO			A					R					
3.5	Job Role Salary & Grading Policy								A	R	R			
3.6	Changes to Employee Terms & Conditions			M	A					RM	RM			
3.7	Adoption of Transferring Policies & Collective Agreements			A						R	R			
3.8	Teachers Annual Pay Award			A					R	RM	R			
3.9	Support Staff Annual Pay Award			A					R	RM	R			
3.10	Individual Performance Pay Awards (non Exec)									A	RM	R		
3.11	Performance Management Policy	Produced in Conjunction with Legal Advisors		A		A		M	A	R				
3.12	Disciplinary Policy			A		A				R	RM			
3.13	Grievance Policy			A		A				R	RM			
3.15	Capability Policy			A		A				R	RM			
3.14	Whistleblowing Policy			A		A				R	RM			
3.16	Restructuring & Redundancy Policy			A		A				R	RM			
3.17	Health & Safety Policy			A		A				R	RM			

	Task	Notes	Members	Trustees	F & GP	Audit	Education Standards Committee	Academy Committee	Remuneration Committee	CEO	Deputy CEO	Principal	Head of Finance	Budget Holder
3.18	CCTV Policy			A		A								
3.18	Writing of job references										A	M		
3.19	Writing of New Job Descriptions									A	AR M	R		
3.20	Changes to Job Descriptions									M	M	A		
4	**Staff Management**													
4.1a	Trust & Academy Leadership structures			A			R			R	R	R		
4.1b	Creation of new post >£50,000 salary			A	M					R	R	R		
4.1c	Creation of new post < £50,000 salary			M				M		A	R	R		
4.2	CEO appointment			A										
4.3	Director appointment (employee)			AR	R					RM				
4.4	Principal appointment	As per agreed process		A			R			R	R			
4.5	Senior Academy Leadership Appointments	Made in line with policy						M		A	RM	R		
4.6	Teaching and learning support staff appointments									M	M	A		
4.7	Support Staff appointments									M	M	M		A
4.7	Suspension of CEO			AR										
4.8	Return of CEO after suspension			AR										

	Task	Notes	Members	Trustees	F & GP	Audit	Education Standards Committee	Academy Committee	Remuneration Committee	CEO	Deputy CEO	Principal	Head of Finance	Budget Holder
4.9	Dismissal of CEO			AR										
4.10	Suspension of Principal	Advised by HR advisors in full knowledge of the Chair of the Trust		A						R	M			
4.11	Return of Principal after suspension			A						R	RM			
4.12	Dismissal of Principal			A						R	RM			
4.13	Suspension of teaching and support staff			M				M		M	R	A		
4.14	Return of teaching and support staff after suspension			M				M		M	R	A		
4.15	Redundancy of staff			M				M		A	RM	RM		
4.16	Restructuring of staff			M				M		AR	RM	RM		
4.17	Academy Leadership Disciplinary/Grievance:													
	Investigation							M		A	R			
	Hearing							M		A	R			
	Appeal							A		M	R			
4.18	Academy Staff Disciplinary/Grievance:													
	Investigation							M			R	A		
	Hearing							M			R	A		

	Task	Notes	Members	Trustees	F & GP	Audit	Education Standards Committee	Academy Committee	Remuneration Committee	CEO	Deputy CEO	Principal	Head of Finance	Budget Holder
	Appeal							A			R	M		
5	Financial Governance & Management													
5.1	Trust Financial Policies & Procedures			M	A					R	RM		M	
5.3	Appoint Trust auditors		A		R	R					MR			
5.4	Academy 1 year Budget			A	M			M		M	MR	M	M	
5.5	Academy 3 year Budget Plan			A	M			M		M	MR	M	M	
5.6	Trust 1 year Budget			A	M					M	MR		M	
5.7	Trust 3 year Budget Plan			A	M					M	MR		M	
5.8	Academy Management Accounts			A	M			M		M	MR	M	M	
5.9	Trust Management Accounts			A	M					M	MR		M	
5.10	Trust Annual Accounts			A		R				M	R			
5.11	Annual Directors Report			A		R				M	R			
5.12	Trust Academies Accounts Return to ESFA			A						M	R		M	
5.13	Response to Auditor's Management Letter			M		A				R	R			
5.14	Appointment or Removal of External Auditors		A	R										
6	Financial Authorisation													

	Task	Notes	Members	Trustees	F & GP	Audit	Education Standards Committee	Academy Committee	Remuneration Committee	CEO	Deputy CEO	Principal	Head of Finance	Budget Holder
6.1	Expenditure or contracts up to Lower Limit	Subject to inclusion in approved budget. Following Financial Procedures and tender process			M					M	M	MR	A	
6.2	Expenditure or contracts from Lower Limit to Upper Limit				M					M	A	MR	MR	
6.3	Expenditure or contracts from Upper Limit to OJEU limit				A					M	R		M	
6.4	Expenditure over OJEU limit (tender)				A	M				R	MR		M	
6.5	Disposals or write off of stock, assets or debts up to Lower Limit				M	M					AM		R	
6.6	Disposals or write off of stock, assets or debts from Lower Limit to Upper Limit				A	M					M		R	
6.7	Disposals or write off of stock, assets or debts over Upper Limit (up to AFH limit)				A	M					M		R	
6.8	Compensation payments up to £50,000				M	M				A	M	R	M	
6.9	Compensation payments over £50,000	Subject to ESFA approval		A	M	M				R	M	R		
6.10	Trustee or Governor expenses					M				A	M			
6.11	CEO Expenses			A							M		R	
6.12	Gifts and Hospitality				M	M				A	R		M	
6.13	Purchase of ICT Software and Hardware									M	A	R		
6.14	Purchase of Multi-year contracts									M	A	R		
6.15	Authorisation of Monthly Payroll									M	A			

	Task	Notes	Members	Trustees	F & GP	Audit	Education Standards Committee	Academy Committee	Remuneration Committee	CEO	Deputy CEO	Principal	Head of Finance	Budget Holder
6.16	Expenditure over budget				M					R	A			
6.17	ICT Purchases in line with approved capital programme										M		M	A
6.18	ICT Purchases in line with approved Budget										M		M	A
6.19	Alcohol Purchases	For LFE only									M		M	A
6.20	BACS run authorisation										M		A	
6.21	Review of Reconciliations									M	M		A	
6.22	New Supplier Approval										M		A	
6.23	Appointment of external consultants									A	R		M	
6.24	Capital Expenditure				A						R		M	M
7	Academy Policies & Procedures													
7.1	Academy times, terms and holidays							M		A				
7.2	Change of Academy Age Range	Subject to Full Consultation & Funding Agreements		A				R		R				
7.3	Expansion of Academy PAN			A				R		R				
7.4	Extension of Academy provision			A				R		R				
7.5	Child Welfare & Safeguarding Policy							M		M	M	A		
7.6	Attendance Policy & Plan							M		M		A		

	Task	Notes	Members	Trustees	F & GP	Audit	Education Standards Committee	Academy Committee	Remuneration Committee	CEO	Deputy CEO	Principal	Head of Finance	Budget Holder
7.7	Pupil Premium Policy							M		M		A		
7.8	Pupil Premium Plan							M		M		A		
7.9	Academy Educational Visits Policy							M		M	M	A		
7.10	Pupil Behaviour & Exclusions Policy							M		M		R		
7.11	Short-term Exclusion							M		M		A		
7.12	Return after short-term exclusion							M		M		A		
7.13	Permanent Exclusions							M		A		R		
7.14	Appeals against Permanent Exclusion	Independent panel						A		M		R		
7.15	Complaints Policy				A			M		M	M			
7.16	Complaints Appeals	To be handled in line with policy						A		M				
7.17	Admissions Policy				A			M		M		R		
7.18	Allocation of places against Admissions Policy	LA scheme						M		M		A		
7.19	Admissions Appeals	Independent panel										R		
7.20	Academy prospectus							M		M	M	A		
7.21	Academy website							M		M		A		

	Task	Notes	Members	Trustees	F & GP	Audit	Education Standards Committee	Academy Committee	Remuneration Committee	CEO	Deputy CEO	Principal	Head of Finance	Budget Holder
7.22	Academy logo & branding			A				M		M	M	R		
7.23	Academy uniform							M		A		R		
7.24	Extended services on site							M		A	M	R		
7.25	Academy parental engagement							M		M		A		
7.26	Academy Community Engagement							M		M		A		
8	**Premises & Assets**													
8.1	Asset Management & Policy			A	M					M	RM			
8.2	Capital Programme				A					R	RM			
8.3	ICT Strategy				A					R	RM			
8.4	Disposal of Non-Land/Building Asset		X	A	M					M	RM			
8.5	Disposal of Land or Building			A	M					M	R			