

# Scheme of Delegation



Issued: September 2024

## Introduction

Governance operates at Trust and school levels. This Scheme of Delegation aims to clarify which tiers of governance or personnel take the lead on specific issues. Where the scheme is silent, it is for Trustees to act or delegate.

This Scheme of Delegation is granted to schools by the Board of Trustees. The Trustees may withdraw this delegation or part of it if there is significant concern around the actual or predicated outcomes for pupils, the safety and welfare of pupils, the financial stability of the School or the probity of management or governance.

## The Board of Trustees

The Board of Trustees is the statutory Governing Body for all schools within the Trust and delegates according to the provisions set out in the Trust Articles and this Scheme of Delegation. Only the Board of Trustees can take decisions on the delegation of powers, including the establishment of Local Governing Bodies (LGBs) and the approval of LGB Terms of Reference. The appointment of governors (with the exception of elected parent or staff governors and Diocesan/Foundation representatives on Church School Local Governing Bodies) will be made by the Board of Trustees on the recommendation of the Local Governing Body.

## Local Governing Bodies

The Board of Trustees will ensure that each school has a Local Governing Body (an LGB may oversee more than one school). The Local Governing Body is empowered, as a Committee of the Board of Trustees, to act and exercise the powers and responsibilities set out in this scheme of Delegation and in its Terms of Reference. The committee structure of the local governing bodies may include sub-committees. The Local Governing Body may also review the establishment, Terms of Reference, constitution and membership of any committee or sub-committee annually. Each committee must have a chair, who is either appointed by the Local Governing Body or elected by the committee. Neither the Board of Trustees nor any committee with delegated powers of governance may contain more than one third members who are employed by the Trust.

## Headteachers Reference Groups

The headteachers on each phase will form an advisory group to be consulted by and make recommendations to the Trustees. The Sec HT Ref Group is comprised of all sec HTS. The Primary HT ref Group has elected members from each hub.

## Chairs Forum

The Chair of the Local Governing Body (or nominee) of each school within the hub together with two Trustees will form an advisory group to be consulted by and make recommendations to the Trustees.

## Matters which cannot be completely delegated

There are some roles, decisions and powers on which the Board of Trustees must retain the final say:

- The Board of Trustees is the employer of all staff and therefore is the final appeal body in most matters of pay and staff discipline;
- The Board of Trustees is the legal admissions authority for all schools in the Trust;
- The Board of Trustees will agree the final budget for each school.

The Board of Trustees may delegate such authority as it deems appropriate to a Local Governing Body but the Board of Trustees remains collectively responsible for every decision made by a Local Governing Body.

Consequently, the Trust will not:

- (a) restrict its own ability to withdraw such delegation at any time, with or without notice; or
- (b) delegate authority to a Local Governing Body to act in a way inconsistent with any of the Trust's published policies and procedures.

## Amending the level of delegation to a school

Where there has been a fall in performance or other serious risk identified by the Board of Trustees the level of delegation to a school may be reduced. Typically this will mean that the CEO, CFOO or a Director from the Education Team will be required to monitor and confirm decision making in the school. This is likely to include delegation of staffing and appointments. Where possible a 'Letter of Concern' will be issued so that Headteacher and Governors are aware that a reduction in delegation is being considered. In other circumstances, such as an Inadequate or Requiring Improvement judgement from an Ofsted Inspection, reduction in delegation may need to be immediate. In all cases the Trustees will set out the exact nature of the reduction in a letter to the Headteacher and Local Governing Body. Criteria will be set whereby full delegation can be restored.

## Reading the Scheme of Delegation

A number of bodies or persons within the Trust may have interest in any particular element within the Scheme of delegation. To clarify to which tier a decision is being delegated the body responsible is indicated by a tick - thus ✓.

Issues relating to church schools are asterisked\* in the margin. The relevant Diocese will have the right to approve the first Scheme of Delegation and any future changes to these items will also be referred to the Diocese for approval. A Memorandum of Understanding between the Diocese and the Trust sets in more detail out how the parties should behave in fulfilling their duties to each other.

In this document the phrases used have the following meanings:

**Consult:** the individual/group that should be consulted as part of the process of completing a particular task.

**Deliver:** the individual/group that has responsibility for undertaking the particular task assigned to them and reporting on its delivery at suitable intervals. In the case of the Chief Executive this will be at Trust level. In the case of the HT this will be at school level.

**Determine:** the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Schools (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

**Develop:** the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

**Ratify:** The Board of trustees sign or give formal consent to a decision made elsewhere, making it officially valid. The Board reserves the right to withhold ratification.

**Recommend:** the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the Chief Executive they will be making recommendations to the Board and/or Local Governing Body (as appropriate), (ii) the Local Governing Body they will be making recommendations in relation to their school to the Board, Chief Executive and/or HT (as appropriate) and (iii) the HT they will be making recommendations in relation to their school to the Chief Executive and/or Local Governing Body (as appropriate).

**Report:** the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the Chief Executive they will be making reports to the Board and/or Local Governing Body (as appropriate), (ii) the Local Governing Body they will be making reports in relation to their school to the Board and/or Chief Executive (as appropriate) and (iii) the HT they will be making reports in relation to their school to the Chief Executive and/or Local Governing Body (as appropriate).

**Review:** the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the Chief Executive and/or Local Governing Body (as appropriate), (ii) the Chief Executive they will be reviewing the HT and (iii) the Local Governing Body they will be reviewing the HT and his/her leadership team.

**Comply:** the individual/group will follow agreed policies and procedures.

The Lighthouse Schools Partnership

Scheme of Delegation - 2024/25

Category	Item	Task/Action	Trustees	Senior Leadership Team (CEO, CFOO, Directors of Inclusion, Learning, School Improvement and Secondary, HR and Trust Services )	Headteacher Reference Groups	Chairs' Forum	Local Governing Body  LGB Priority Areas are emphasised in bold.	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 will 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	✓	Comply and report			Comply	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	<p>✓</p> <p>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.</p> <p>Review reports and information from the Exec Team and Internal/External Audit to ensure compliance.</p> <p>Maintain and publish a register of business interests for Trustees and Senior Staff</p>	<p>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.</p> <p>Report breaches to the Board of Trustees and, if required, ESFA.</p>			<p>Comply - ensure governors and school staff are aware of their duties and declare interests in a timely and accurate manner.</p> <p>Maintain and publish a register of business interests for Governors and Senior Staff</p>	Comply
STRATEGY AND LEADERSHIP	11	Expansion of the Trust - consider requests from other schools to join the Partnership	✓	Develop	Consult	Consult		
STRATEGY AND LEADERSHIP	12	Decision to close a school or to ask the DfE to rebroker a school to another Trust.	✓	Develop			Consult	Consult

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STRATEGY AND LEADERSHIP	13	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	14	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	15	*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	16	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	17	Review of Local Governing Body performance	✓ Review	The CEO and Chair of the Trust will undertake a review on a rolling basis, including a 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	18	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	19	* Power to disband an Local Governing Body (this would only be used in exceptional	✓					
STRATEGY AND LEADERSHIP	20	Appointment of the Auditors and Audit Committee	✓					
STRATEGY AND LEADERSHIP	21	Appointment of Clerk -Board	✓ Chair of Board to lead					
STRATEGY AND LEADERSHIP	22	Appointment of Clerk - Local Governing Bodies		✓			Consult	
STRATEGY AND LEADERSHIP	23	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 - ensure that each school has a Critical Incident Plan.			Comply	Comply

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STRATEGY AND LEADERSHIP	24	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 polices to the Board for approval  Report - material non-compliance to the Board  Approve non-statutory policies.		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	25	Policies - review and approval of specific school policies					✓	Deliver - presenting polices to the Local Governing Body for approval  Report - material non-compliance to the Board
STRATEGY AND LEADERSHIP	26	Prepare terms of reference for Local Governing Bodies	✓	Develop		Consult		
STRATEGY AND LEADERSHIP	27	Prepare terms of reference for Committees of the Local Governing Body	✓	Develop		Consult		
STRATEGY AND LEADERSHIP	28	Provide training programme for trustees and governors	Consult	✓ Subject to approval of Trustees		Consult		
STRATEGY AND LEADERSHIP	29	To determine, on an annual basis, those policies which will be developed by the Trust and be mandatory for all Trust Schools	✓ Determine	Recommend	Consult	Consult		
EDUCATION AND CURRICULUM	30	Approve a School Development Plan (SDP) - 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 SIP

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EDUCATION AND CURRICULUM	31	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 congratulations will be raised formally with the Headteacher and Chair of the LGB by the Chair of the	Report - provide high level data and backing information to the Trustees in a timely way.				
EDUCATION AND CURRICULUM	32	Monitoring performance of individual schools		Provide a template Headteachers Report to schools.			✓ Review - Governors will review data sets and School Improvement Partner 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 an open and timely way.
EDUCATION AND CURRICULUM	33	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	✓ 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	34	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 SIP 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	35	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	36	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	37	Rapid 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>A trustee will be linked to any school with a RAP, Governors will work with this trustee and include in meeting documentation sharing and</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>			<p>Review - The SIP will attend LGB meetings if a RAP is in place to support their scrutiny of progress.</p>	<p>Deliver</p> <p>Develop a Rapid Action Plan in consultation with LGB &amp; Director of School Improvement and Director of Secondary.</p>
EDUCATION AND CURRICULUM	38	<p>Curriculum Development for the Trust</p> <p>(Sharing a common curriculum supports knowledge transfer between schools and it is therefore the preferred option within the Trust)</p>	<p>Review</p> <p>Receive reports from Director of School Improvement/Director of Secondary so that they can be held to account for the curriculum and assessment as part of the overall strategy for school improvement</p>	<p>✓</p> <p>Determine the LSP Curriculum ensuring that curriculum resources are developed and shared between schools.</p> <p>Support, challenge and advise schools on the implementation of the Trust/ school curriculum.</p> <p>If a local school curriculum is not supporting strong outcomes or manageable workload for teachers a change to the LSP model will be required through a reduction of delegation, if necessary.</p>	<p>Consult - identify where collaboration will bring benefits to schools</p>			<p>✓</p> <p>Ensure the effective implementation of the Trust/ school curriculum and assessment cycles in line with the Trust curriculum policies for primary and secondary phases</p> <p>Contribute to and collaborate with other Headteacher and schools to develop curriculum resources which can be shared between schools.</p> <p>Monitor and evaluate the impact of the Trust/ school curriculum.</p>

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EDUCATION AND CURRICULUM	39	Curriculum implementation  (Sharing a common curriculum supports knowledge transfer between schools and it is therefore the preferred option within the Trust)		Monitor quality of local curriculum implementation through School Improvement visits.			Approve curriculum policies not set at Trust level, including those for RE, PSHE and Sex Education.	✓ Determine the best curriculum to be implemented in the school drawing on high level and medium term planning from LSP (or other agreed curriculum source). Ensure that staff have the resources needed to deliver high quality teaching and manageable workload.
EDUCATION AND CURRICULUM	40	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	41	Individual School CPD - developing and implementing an offer of professional development relevant to the individual needs of the school					Review	✓ Deliver

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EDUCATION AND CURRICULUM	42	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.	<p>Review: hold executive team to account for quality of training offer, SEND co-ordination and support for LAC and disadvantaged pupils within the Trust.</p> <p>Take an overview of SEND standards across the Trust and, if concerns exist, act through Exec Team and LGBs to seek improvements.</p> <p>Develop a policy setting our expectations for SEND provision and how schools will work individually and collectively to deliver excellent provision.</p> <p>Ensure that the Trust develops, implements and reviews an effective strategy to support and raise outcomes for LAC and other</p>	<p>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.</p> <p>A training offer will be provided to schools in partnership with external partners.</p> <p>Central team will support schools with the procurement of external expertise (such as Ed Psych service/Speech &amp; Language Therapist), although this is funded from school budgets rather</p>	Review, shape and advise on Trust strategy for support of vulnerable pupils.		<p>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.</p> <p>Appoint named governor(s) as lead(s) for SEND, LAC and Disadvantaged Pupils.</p> <p>Approve SEND Policy and other necessary policies to deliver provision that meets the Code of Practice and LSP expectations.</p> <p>Ensure that statutory obligations are met and that the budget is deployed to support the progress of SEND pupils.</p>	<p>✓</p> <p>Deliver: ensure that close attention is given to progress for children/young people with identified SEND, comparing local progress to Trust and National benchmarks.</p>
EDUCATION AND CURRICULUM	43	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			<p>✓</p> <p>Review - how Pupil Premium is spent at the school and its impact</p>	Determine - Allocate resources efficiently to deliver strategies which raise achievement

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EDUCATION AND CURRICULUM	44	*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.)	<p>✓</p> <p>Determine the Planned Admissions Number for each school</p> <p>Review the Admissions Policy in each school to ensure that Admissions criteria and practices are aligned to the aims of the Trust.</p> <p>Consider appeals strategy taking into account, but not being bound by, any representations from the Local Governing Body.</p>	<p>Report on compliance with statutory expectations and the Trust's policy</p> <p>Oversee statutory arrangements for consultation on Admissions policies across the Trust</p>	Consult		<p>Determine the admissions criteria for the school in line with the Admissions Policies of the Trust.</p> <p>Deliver admissions arrangements for the school including deciding on individual applications.</p> <p>Recommend a change in the Planned Admission Number to the Board of Trustees.</p>	<p>Deliver - seeking support of Head of Administration as required.</p> <p>Oversee the 'day to day' admissions function associated with admissions enquiries and applications.</p>
EDUCATION AND CURRICULUM	45	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)	<p>✓</p> <p>Determine</p>		Consult		Consult	
EDUCATION AND CURRICULUM	46	Collective worship arrangements for school without religious					<p>✓</p> <p>Review</p>	Deliver
EDUCATION AND CURRICULUM	47	* 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.			<p>✓</p> <p>Determine - C of E schools will give time in meetings to receive reports from their Ethos Committee and seek assurance that the Christian character of the school is nurtured.</p>	Deliver
EDUCATION AND CURRICULUM	48	* 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	<p>✓</p> <p>Deliver</p>

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EDUCATION AND CURRICULUM	49	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	50	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	51	To develop a school safeguarding policy in line with statutory requirements and best practice.	<p>Appoint named Trustee as lead on safeguarding</p> <p>Monitor trends and risk for safeguarding</p>	<p>Develop - Trust Safeguarding Policy</p> <p>Deliver - Conduct annual Safeguarding Audit</p> <p>Report - outcomes, issues and progress</p> <p>Deliver - training and network support to DSLs</p>	Consult	Consult	<p>✓</p> <p>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.</p> <p>Review at least three times a year in Local Governing Body meeting application of safeguarding policy.</p> <p>Appoint local safeguarding Governor.</p> <p>Monitor progress on actions identified in Safeguarding Audit.</p>	<p>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)</p> <p>Advice may be sought from the Director of Learning to support Headteachers in decision making e.g. with reference to threshold for concerns.</p>
LEGAL AND SAFEGUARDING	52	To develop a MAT Health and Safety Policy in line with statutory requirements and best practice.	<p>✓</p> <p>Develop and issue a Trust Health and Safety Policy.</p> <p>Appoint an independent 'competent advisor'.</p> <p>Review reports from the competent person and school and Trust Risk Registers to ensure that Health and Safety risks are resolved and mitigated.</p>	<p>Deliver - CFOO to oversee Trust activities to ensure compliance to the Trust Policy and statutory responsibilities.</p>	Consult	Consult	<p>Comply -</p> <p>Appoint local Health and Safety Governor.</p> <p>Review processes and activity in the school to ensure safety and compliance.</p> <p>Maintain up to date Risk Register and report risks and non-compliance to CFOO and Board of Trustees.</p> <p>Monitor progress on actions identified in Safeguarding Audit.</p>	<p>Comply and deliver</p> <p>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.</p> <p>Report risks or non-compliance to LGB and CFOO.</p>
LEGAL AND SAFEGUARDING	53	Maintain accurate and effective and secure pupil records.						✓

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LEGAL AND SAFEGUARDING	54	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	55	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	56	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	57	To monitor monthly expenditure at Trust level and account to the Trustees and ESFA for value for money.	Review monthly management accounts	<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	58	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 &amp; LGB to sign off a recovery plan.</p>			<p>✓ Deliver</p> <p>The LGB will scrutinise the draft budget and propose a balanced budget to the Trustees for ratification.</p>	<p>Develop</p> <p>The HT will develop the draft budget with advice and guidance from the SBM or Central Team Business Partner</p>
FINANCIAL	59	To maintain school financial reserves to support the Trust's overall aim for a strategic reserve of between 3 and 5%.	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 agreed budget (quanta are set out in the reserves policy) to the monthly Finance Committee of the</p>	<p>Deliver</p>

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FINANCIAL	60	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 Financial and Operating Officer any issues with compliance or probity.	✓  Deliver Report - to the Local Governing Body any need for any matters of concern in respect of the school's annual budget
FINANCIAL	61	Reporting: financial reporting and KPIs published in Annual report and lodged with companies House	✓ Determine	Deliver			Review	Deliver
FINANCIAL	62	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	63	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	64	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	65	Corporate Risk Register	✓	Deliver - management of corporate risk register			Review - school risk register	Deliver - management of school risk register
FINANCIAL	66	Investments - agreeing the investment policy in line with the Schools Financial Handbook and any internal polices and controls	✓	Deliver				

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HR	67	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	68	*Appointing the Chief Executive and the Chief Financial and Operating Officer.	<p>✓</p> <p>Deliver (noting the right to consultation of Diocesan Directors of Education - this is more fully set out in the MOUs)</p>		Consult	Consult		
HR	69	<p>* Appointing the HT at each school</p> <p>The appointment of a HT is a shared responsibility between the LGB, the Trustees and the Trust Central Team.</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			<p>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).</p>	

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HR	70	Appointing of cross-Trust Staff (in line with recruitment policy)	-	<p>✓</p> <p>Deliver - Appoint and report to the Board.</p> <p>Changes to the structure of the Central SLT will need to be approved by the board before appointments are made.</p>	Consult where appropriate	Consult where appropriate		
HR	71	<p>Appointing school staff in accordance with Trust HR policies</p> <p>With the exception of HT appointment staffing is delegated to the Headteacher.</p>		<p>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.</p> <p>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.</p> <p>The CEO will have responsibility for making all appointments to the central team with the exception of the CFOO.</p>			Governors form part of the selection and appointment panel for all senior leadership vacancies.	<p>✓</p> <p>Appoint</p>
HR	72	Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	<p>✓</p> <p>Determine</p>	Deliver	Consult		Review	Comply

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HR	73	HT Appraisal and Pay Progression in accordance with Trust's Performance Development Policy - except for Leadership Grades and in cases of capability, pay decisions are not directly related to appraisal.	<p>Staffing and Pay Committee of the Board to ratify decisions for schools and central team presented by the CEO and HR Director.</p> <p>(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.)</p>	<p>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.</p> <p>Performance Development Review will be led by the Central Team Line Manager who will be joined by up to two governors from the LGB, which may include the chair.</p>			Consult - up to two governors will participate in HT PDR review.	
HR	74	Implementing an organisational change (change management) procedure	<p>✓ Determine - authorise the commencement of an organisational change in a school or in the central team.</p>	<p>Develop proposals in respect of a change management that affects the central team.</p> <p>Consult - support and advise Heads and SBMs in drawing up change processes for their own school.</p>			Recommend - consider and approve school proposal for confirmation by the Board of Trustees.	Develop proposals in respect of a reorganisation within the school.
HR	75	Implementing the Appraisal/Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	<p>Determine - in respect of Chief Executive</p> <p>Ratify - Receive reports - in respect of appraisal arrangements and outcomes</p> <p>Review - appeals about pay decisions and appraisal are heard by the trustees as the employers.</p>	<p>Review - in respect of HTs and cross Trust staff (and any appeals from school staff)</p> <p>Review - and Report - (annually) to the Board on appraisal arrangements and outcomes</p>			<p>✓</p> <p>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.</p>	Determine - HT to make recommendations on pay progression and threshold and report these annually to both Local Governing Body and the Chief Executive.
HR	76	Setting Terms and Conditions of Employment	<p>✓ Determine - and consider any proposals by Local Governing Bodies to make amendments</p>	Recommend	Consult		Consult - report to Board on any suggested changes to the school's terms and conditions	Comply

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HR	77	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	78	Dismissing Chief Executive, HTs, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies) including suspension.	✓ 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 - the the case of a HT members of the LGB would be likely to be involved in any panel hearing.	
HR	79	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.
HR	80	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 necessary.	✓ Deliver
HR	81	Reviewing staff disciplinary and grievance policy	✓ Review delivery	Recommend	Consult	Consult		

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Operations	82	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	83	Media and PR of the Trust		✓  Deliver				
Operations	84	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	85	School Prospectus and website					Review	✓
Operations	86	Trust website and any other public documentation of the Trust		✓				
Operations	87	School hours and length of school day - setting the opening and closing times for the Schools	Review		Consult	Consult	✓ Determine	Recommend
Operations	88	Term Dates	✓ Determine - in consultation with Local Governing Bodies and other local schools		Consult	Consult	Consult - with the Board	Comply
Operations	89	INSET days		Recommend where shared INSET might support the Trust's strategic objectives	Determine -will decide if and when common INSET days are required			✓
Operations	90	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	91	School lunch - choice of contractors and compliance to appropriate nutritional standards		✓ Deliver				Consult
Services	92	Provision of free school meals to those meeting criteria					Review	✓  Deliver

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Services	93	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
Services	94	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	95	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	96	Overseeing the effectiveness of services provided centrally by the Trust	✓ Review	Deliver and report to Board	Consult	Consult		Consult
Services	97	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	98	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.



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Estates	99	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	100	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	101	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	102	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	103	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.
Estates	104	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.

Version	Updated by	Date
1	Exec Team	4 <sup>th</sup> March 2016
2	Exec Team	18 <sup>th</sup> March 2016
3	Gary Lewis - following exec 18/3/16	20 <sup>th</sup> March 2016
4	Adele Haysom following Chairs meet 27/4/16	1 <sup>st</sup> May 2016
5	Gary Lewis - Following Exec Meeting 6/5/16	11 <sup>th</sup> May 2016
6	Shirley Boden - formatting only	12 <sup>th</sup> May 2016
7	Gary Lewis - changes made to tone of preamble and new rows inserted 13, 39. 29 amended to avoid suggestion of common curriculum. Admissions policy (33) rewritten on advice of Go Admissions 55 now amended to clarify that school reserves will not be plundered. 65 - strengthened the role of the Local Governing Body in appointing the Head. Chair of Appointment Panel will be Chair of Local Governing Body. 66 - Central staff now appointed directly by Board in case of Chief Executive and Exec BM.	22 <sup>nd</sup> May 2016
8	Gary Lewis - processing changes following conversation with David Tossell - HT to recommend on strategic direction in point 2; Local Governing Bodies now to prepare ToRs with Trustees approving/ratifying them in point 22. Replaced term 'School' with 'School' throughout the document to harmonise with policies.	25 <sup>th</sup> August 2016
9	Gary Lewis - changes suggested by David Tossell. Error on appointment of Trustees corrected on pg 1. Further examples of the work 'academy' located and replaced by term 'school'. Chief Executive and COO job titles now used. Deleted reference to associate members of committees as this is addressed in Terms of Reference. Responsibility for Governor Training #23 moved to Chief Executive. Decision on INSET days delegated to Local Governing Bodies.	
10	Formatting only - Shirley Boden	14 <sup>th</sup> Sept 2016
11	Gary Lewis- Final changes to draft processed after Trustees meeting 20 <sup>th</sup> Sept. Point 22 split into 22 & 23 to allow Local Governing Bodies to set the Terms of Reference for their Committees. Point 53 now explicitly mentions top-slice. Point 71 pay and appraisal appeals to Trust level - The Trustees are the employers so must do this.	23 <sup>rd</sup> Sept 2016
12	Shirley Boden - inputting suggestions from Ann Ogram. P2 - Review - add his/her leadership No 48 - change to 'establish, implement and review the school's safeguarding policy in line with the Trust's safeguarding policy. P12 - Numbers 64 and 65 added in.	10 <sup>th</sup> October 2016
13	Adele Haysom - changes as discussed at the Trustees meeting, detail recorded in meeting documentation 18 <sup>th</sup> May 2017	6 <sup>th</sup> June 2017
14	Gary Lewis - minor changes in response to the above.	7 <sup>th</sup> June 2017
15	Gary Lewis - insertion of new column to reflect Hub developments and some tweaks to wording. New points added - Action Plans for underperformance, School closures. Clarification that Local Governing Body lead Headteacher recruitment and that Trustees join final selection panel.	26 <sup>th</sup> October 2017
16	Several improvements to wording of changes above suggested by Adele Haysom	27 <sup>th</sup> October 2017
17	Gary Lewis - Changes suggested by Steve Davis: record keeping duty required of Heads; strengthened responsibilities of HT in pay and UPS progression; clarified that Trustees will consult before disposing of land.	1 <sup>st</sup> November 2017
18	Gary Lewis - Changes suggested by Brian Wibberley (C of Gvs Chew Valley) and Portishead heads. Preamble reworded. It deliberately does not define the circumstances in which the S of D would be withdrawn from a school. Hub Heads and Hub Chair of Gvs groups now mentioned in preamble. Ratification of HT appraisal retained by Board to Trustees. LGBs to recommend names of new Governors. Responsibility for Collective worship moved to LGBs from HT. Trustee involvement in DHT appointments. Concept of Ratification introduced.	28 <sup>th</sup> November 2017
19	Gary Lewis - Changes suggested in schools consultation 2019 New columns for Exec Team and School Leaders Forum Annual conversation between Chair of Trustees, CEO and LGB Chairs (self-review) School admissions responsibilities clarified between Heads, LGBs and Board School safeguarding responsibilities clarified between Heads, LGBs and Board Section on HT appointment rewritten to clarify roles HT Appraisal reworded New section on disbursement of School Condition Allocation	10th January 2019
20	Gary Lewis - Changes suggested in schools consultation 2020 Clarification of delegation of curriculum New section on SEND Other minor improvements in wording	12th May 2020
21	Gary Lewis - Changes made to match areas of responsibility listed in CST SoD checklist New Section on legal and safeguarding Updates to HR section including new line on change management	13th January 2021 13 <sup>th</sup> February 2021
22	Gary Lewis - some tidying up of existing lines (e.g. HT appointment) New section on reserves	29th March 2022
23	Gary Lewis - changes to replace CEO with SLT, reflecting the shared executive function in the central team.	3rd April 2023
24	Gary Lewis - clarification on responsibility for curriculum	17th June 2024