

**Governance Framework - Academic Year 2019/20**

**1. Introduction**

The Governance Framework sets out the mission and values of the Lincolnshire Educational Trust and the Trust’s approach to improving performance. It sets out a clear and coherent governance framework with related scheme of delegation as critical to enhancing the performance of each academy. The Governance framework also sets out the role of Members, Directors/Trustees, Academy Governing Committees (AGCs), Chief Executive, Principals and Chief Finance Officer. It is subject to annual review by both Members and Trustees. As specified in the Memorandum of Association, the Lincolnshire Educational Trust (LET) is responsible for all aspects of work of its academies, but as it grows it needs to strike the right balance between central control and delegation to the individual academy Principals and their LGC.

The framework has been in place for five years with minor modifications each year, this year there are some significant changes. In 2017/8 the Trust was asked by the Regional Schools Commissioner (RSC) and Lincolnshire County Council (LCC) to consider sponsorship for two schools assessed by Ofsted in July 2017 as inadequate. Following detailed due diligence on the 1st June 2018, Holbeach Bank Primary School joined the Trust. This is 1.9 miles from Holbeach Primary Academy and it is now called Holbeach Bank Academy (HBA). This academy is governed by HPA’s AGC and Sue Boor is the Executive Principal responsible for it leadership and management. At the same time LET was invited to sponsor the Peele Community College a secondary modern school (11 to 16) based in Long Sutton about 6 miles from Holbeach. After a long and protracted process Peele Community College joined LET on the 1st July 2019. It has been renamed University Academy Long Sutton (UALS) and Steve Baragwanath is Executive Principal. Thus LET has five schools:

**University Academy Holbeach (UAH)** – a secondary modern academy with over 1300 students, with 300 in the sixth form. Currently increasing its PAN from 180 to 240. Last inspection in March 2019 – Good in all aspects.

**Holbeach Primary Academy (HPA)** – a primary school with over 290 pupils. Last inspected in 2017 – Good in all aspects.

**Gosberton House Academy (GHA)** – a special academy for primary aged children with over 96 children specialising in autism. It also runs the outreach service for Lincolnshire for Autism. National Autistic Society assessed as Advanced – one of only three in the country. Last Inspection May 2019 and was assessed as Outstanding again.

**Holbeach Bank Academy (HBA)** – a primary academy with 66 pupils. Last inspected in 2017 as inadequate. Sponsored June 2018 and has no Ofsted grade.

**University Academy Long Sutton (UALS)** – a secondary modern academy 11 to 16 with over 650 students. Last inspected in 2019 as inadequate. Sponsored July 2019 has no Ofsted grade.

GHA hopefully within the next 2 years will get new buildings as it moves to provide all needs primary special school, but it will maintain its specialism in Autism. UAH has gained permission to expand its PAN from 180 to 240 as it continues to be massively oversubscribed and the local authority is funding some new buildings to help accommodate these students. The Operations Board, which works with Principals, Chairs and senior administrative staff, sits between the Trust Board and Academy Governing Committees and manages work across all academies as well ensuring the Trust Board is provided with the best advices and guidance and enables all parties to be involved in helping to run the Trust. It is also charged with getting best value for money.

The Regional Schools Commissioner (RSC) is asking Trusts to restructure to increase objectivity and to create clear separation between the tiers of governance. This has had significant impact in 2018/19 as we make the changes. The members have been increased to 5 with 2 independent of the University. Only the Chair of the Trust is also able to be a member. At Trust Board level no Trustee may be an employee of the Trust so the CEO, CFO and Principals are removed but members have decided they should attend the Trust Board. In addition members of the Trust Board cannot be members of the AGCs, so again we have made some changes. The Trust Board continues to demand feedback on each academies performance, but will seek to be more strategic in its work. The Trust will continue it approach of ensuring its central costs are very low so being able to maximum the funding that is available to ensure the children and young people in our academies make maximum progress.

The Trust does not pool academy budgets and its policy is not to do so. Each academy maintains its own surplus and is expected to run within a balanced budget or better during each academic year.

**2. The Lincolnshire Educational Trust Ethos**

**The Lincolnshire Educational Trust - Mission:**

A Trust that seeks to develop academies that are schools of first choice through their educational excellence, developing young people to enhance their life chances through academic, cultural and sporting achievements, personal development and becoming confident life long learners.

**The Lincolnshire Educational Trust - Values**:

* Every child and young person enabled to achieve their maximum potential, with learners and teaching being at the heart of all that we do
* Parents and Carers who support their children’s learning
* Our excellent staff who are trained and encouraged to bring out the true potential in others
* An aspirational, ambitious and innovative can do environment for all our learners and staff
* Partnership working where genuine collaboration, care and collective responsibility for one another takes place and enhances learning for all
* Intelligent accountability that is rigorous in its application and seeks to enable every child and young person to progress their learning
* High levels of integrity from everyone and the development of our learners and staff to take personal responsibility for their actions
* Making education enjoyable and creating a desire to want to learn more.

Individual academies within the Trust may add to or expand on the values, but such changes must be submitted to the Board of Trustees for approval.

**Approach to Improvement**

The Lincolnshire Educational Trust (LET) has a defined approach to managing its academies and is explicit in the underlining approach that Principals should apply when providing excellent education.

**The LET approach to managing our academies** is to delegate maximum responsibility to our Principals as we firmly believe that through their leadership, we can optimise the educational and developmental performance of our children and young people. To support the Principals, the Chief Executive provides professional leadership and guidance. The Trust has established a rigorous accountability framework through the Trust Board and each Academy Governing Committee. The Trust Board focuses on the strategic issues and delegates to each Academy Governing Committee the focus on monitoring children and young people’s learning, including individual learners progress and specific groups of learners, through constantly challenging the executive on the effectiveness of its support to learners.

**The LET approach to raising standards** in our academies is based on five tenets:

1. Setting high aspirations for every learner in all aspects of academy life.
2. Knowing every learner and designing support and encouragement in a manner that ensures each can grow and know they can achieve in a safe environment.
3. Providing inspirational teaching by high quality staff that embeds literacy and numeracy in the curriculum, whilst providing a broad and diverse curriculum that captivates children and young people so they become life long learners.
4. Maximising and celebrating every learner’s achievements and progress through high quality teaching and support.
5. Promoting exemplary behaviour that is characterised by a respectful and caring environment, where rules are understood and accepted.

**3. Governance and Leadership**

The Lincolnshire Educational Trust (LET) has three tiers of governing committees. There are clear breaks between each tier of Governance with only the Chair of the Trust bridging any tier; he is a Member and a Trustee. The Members and Trustees have agreed that some executive staff including CEO, CFO and senior Principals will attend Trust Board meetings to ensure effective and coherent management of the Trust. In addition there is an Operational board, which represents Principals, Chairs of Governors and chaired by the CEO to ensure effective management of the Trust and best value for money in contracts across the Trust. The scheme of delegated authority establishes the appropriate level for decisions to be made. The LET reserves the right to set difference levels of delegation for each academy based on their educational and/or finance performance. For 2019/20 UAH, HPA and GHA will have the same level of delegated authority, however Holbeach Bank Academy (HBA) will be governed through HPA AGC and tighter performance and budget constraints will be applied. University Academy Long Sutton UALS will have a significantly different scheme of delegation.

The three tiers of governance are as follows:

Member (Sponsor)

 Trustee (Director) – Board of Trustees

 Governors – Academy Governing Committee (AGC)

In addition: Operations Board – a mixture of executive staff and senior governors.

A key part of the Trust is that we not only adhere to the Nolan Seven Principles of Public Life, avoiding real but also perceived conflicts of interest with any connected party relationships. Trustee and Governors must all declare any real or perceived interests.

The seven principles are outlined below:

* **Selflessness** – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
* **Integrity** – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
* **Objectivity** – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
* **Accountability** – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
* **Openness** – Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
* **Honesty** – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
* **Leadership** – Holders of public office should promote and support these principles by leadership and example.

**Members**

The Members are the sponsors who established the Trust and signed its Memorandum and Articles of Association. They appoint and dismiss Directors/Trustees, and they determine their own membership. There are five Members. The Members establish the constitution of the LET and are responsible for holding the Trust Board to account. This group will meet at least twice a year to consider the performance of the Trust and assess the strategic direction. The Clerk to the Trust Board will clerk Members meetings. Membership is as follows:

Professor Mary Stuart CBE, Vice Chancellor University of Lincoln (Chair)

Professor Toby Wilkinson, Deputy Vice Chancellor and Chair of Trustees

Roger Buttery (Independent Member)

Simon Parkes, Deputy Vice Chancellor

Mark Tinsley (Independent Member)

**Trustees (Directors) – Board of LET**

The Trustees form the Board of Trustees of the LET and are Directors of the Trust. They set the strategic direction for the LET and are accountable to the Secretary of State for the performance of the academies within it. Directors cannot be members of Academy Governing Committees (AGCs).

The members believe their Board of Trustee must have the following skills: Expertise in strategic leadership; school improvement; financial skills; legal expertise; HR skills; business development skills; educational research skills and experience as a governor. The Board of Trustees will have 7 to 10 members, with the majority independent of the University of Lincoln. The CEO, CFO and 3 senior Principals are all in attendance at Board meetings. The CEO is the Accounting Officer for the Trust.

The Board of Trustees has established the scheme of delegated authority for Executive staff and for AGCs. The Trust will apply a scheme of earned autonomy for AGCs, to reflect the success or otherwise of the academy. The Trust will usually meet four times per year and will have an away day when it will take time to consider longer term strategic planning and whether to adjust its strategies and approach. The Board is quorate when at least one-third of Directors/Trustees are present – in special cases two-thirds are required, see the Articles of Association for specific details. The Members appoint and determine the term of office for a Director. The University appoints a clerk to the Trust. Minutes will be approved at the following meeting and become available for publication 10 working days after that approval.

Decisions between meetings can be arrived at through electronic means with the approval of the Chair and providing at least 51% of the Board contribute to the decision. The Chair, CEO or CFO will normally carry out this process.

All Trustees must have an enhanced DBS (Disclosure & Barring Service) and a S128 Check, which identifies whether someone is barred from management or governance

**Trust Board Membership:**

Professor Toby Wilkinson, Deputy Vice Chancellor University of Lincoln (Chair)

Professor Val Braybrooks MBE, Dean of the Holbeach Campus University of Lincoln (Chair of Audit)

Professor Ian Abrahams, Head of School of Education University of Lincoln (Safeguarding Trustee)

Will Naylor, Business HR Manager Bakkavor (Independent Member)

Andy Robinson, Regional Director Sainsbury’s (Independent Member)

Edward Libbey, Former Chair of a Health Board and Learning and Skills Council (Independent Member)

Keith Batty, Former Director of Education Services CfBT (Independent Member)

Professor Scott Davidson, Former Vice Chancellor Newman University (Independent Member)

In attendance CEO, CFO and 3 Senior Principals representing each phase of education.

Tina Horton, Clerk to the Board of Members and Trustees

Board of Trustees has one sub-committee the Audit Committee whose membership is as follows:

Professor Val Braybrooks MBE, Trustee (Chair of Audit Committee)

Keith Batty, Trustee

Edward Libbey, Trustee

David Braham, Chief Finance Officer University of Lincoln (Independent member)

Donna Hall, Management Accountant Grimme UK (Independent member)

In attendance Andy Breckon Chief Executive Officer, Catherine Hamblett Chief Finance Officer and

Marion Clare Finance Manager.

Duncan & Toplis are our Accountants and carryout our internal audit. The LET has appointed a chartered accountant who will do internal scrutiny as part of his job as Assistant Finance Manager and Compliance Officer, in line with ESFA requirements.

The Trust may from time to time establish task and finish groups to address key issues. The day to day management of the Trust is delegated to the CEO and the key issues are resolved in partnership with Principals.

Lead responsibility for Educational Performance - Principals and Chief Executive Officer (CEO)

Lead responsibility for Finance – Chief Finance Officer (CFO)

Lead responsibility for Resources (Estate, Facilities and HR) – CEO

The Trust Board is scheduled to hold a minimum of 4 Board meetings each year and an away day when it looks at strategic issues. Schedule for Trust Meetings with some key areas for discussion – this is subject to change as issues emerge:

October

* Report and analysis of children’s and young person’s performance in the last academic year and any resultant actions.
* Update on other Academy issues, including staffing and pupil numbers
* Consider any capital bids and CIF submissions
* Safeguarding and Child Protection/Prevent Annual Policy approval
* Update on Financial Handbook 2019/20 and approval of financial regulations
* University and LET Academy Interaction
* Policy Approval

November

* This will be an away day to enable the Board to look at longer term strategies, values as well as policies and procedures.
* There will be the opportunity to conduct formal Trust business if necessary.

December

* Approve Annual Report and Financial submission to the Education Skills Funding Agency (ESFA)
* Report on children’s and young person’s progress, update on other Academy issues, including staffing, attendance, behaviour, and pupil numbers
* Approval of the Academy Self-Evaluation (ASE)
* A summary financial report will be provided at the Board meeting.
* Report on Principal’s performance management
* Policy Approval

April

* Report on children’s and young person’s progress, update on other Academy issues, including staffing, attendance, behaviour and pupil numbers
* Strategic Paper on key Academy Development Plans (ADP)
* Employment Manual Update
* A summary financial report will be provided at the Board meeting
* Approval of Risk Registers
* Policy Approval

July

* Report of children’s and young person’s performance and expected outcomes
* Approve budget for next financial year
* Receive Health and Safety Inspection Reports
* A summary financial report will be provided at the Board meeting
* Review of Governance Framework and Schemes of Delegation
* Complaints procedures
* Policy Approval

Note: Policy Approval – This agenda item will have all policy/guidance documents approved within the timescales set out by the Trust in the scheme of delegation. All policy/guidance papers must be submitted to Board members 2 weeks prior to the meeting and Board members will be expected to have commented at least 3 days prior to the meeting. The policy will only be debated if the Chair feels there is a key point that cannot be resolved.

**4. Governors and the Academy Governing Committee**

**The role of the Academy Governing Committee**

Governors form the Academy Governing Committee (AGC) for each academy. The AGC is a committee of the Trust and oversee the functions of academies as delegated to them by Board of Directors. The AGC is quorate when 51% of the membership is present. The AGC has five key functions:

1. Ensuring the Academy is working to its ethos within the Mission and Values of the LET
2. Holding the Principal and senior staff to account for the educational performance of the academy and ensuring that young people have a high quality and relevant curriculum with the appropriate resources for all abilities.
3. Ensuring the academy is meeting all the relevant safeguarding regulations and creating supportive environment for its children and young people to learn.
4. Overseeing the financial performance of the academy, ensuring good value for money and ensuring the buildings and facilities are safe and fit for purpose.
5. Overseeing and providing governor input to the academies key plans and policies.

It is important that the AGC has the appropriate skills mix to be able to fulfill its delegated functions. Trustees will ensure each AGC has the right skill set through its bi annual skills audit of Governors. Members will appoint the Chair of the AGC and a key priority in making that appointment will be the focus on improving educational standards. The AGC will usually meet five times per year, although the Chair may call further meetings with the approval of the CEO. The Chair of the AGC with the CEO and Principal will agree the Chair of any sub committee. UALS will have a different schedule of meetings, which will be determined by the CEO to ensure the Ofsted Action Plan is monitored. This will reflect a revised Scheme of Delegation. The AGC will have between 8 and16 governors. Members will include the Principal, who is ex officio, two parents and two staff. The Vice Principal is expected to attend although not a formal member of the AGC. The terms of office will be 4 years with renewal for a further 4 years at the Trustees discretion. In the first year of UALS most governors will be appointed for one year, so a review of performance can be made, as the Governors will have a key role when the academy is next inspected. The LET will hold 2 training sessions for Governors during the year and this training will be for all governors in the Trust. It will include guidance on safeguarding. All Governors must have an enhanced DBS (Disclosure & Barring Service) and a S128 Check, which identifies whether someone is barred from management or governance.

It is important that Governors feel free to make visits to the academy and the clerk must ensure there is a record of these visits.

The CEO in conjunction with the Chair of AGC and Principal will determine what sub committee meetings will be held to deal with the business. All Governors meetings will be held at 5.00pm or 6.00pm to enable working governors to attend. Sub committees will normally be held prior to governors meetings and all governors can attend. UAH, HPA/HBA and GHA will have 5 AGC meetings per annum. A fundamental aspect of AGC governance is the focus on pupil progress, this includes special groups such as pupil premium and SEND pupils and this focus must constitute 50% of a AGC meeting so governors have ample opportunity to question and challenge the success or otherwise of the academies performance. Clearly monitoring key plans that the academy has developed to address such groups is part of that focus.

The AGCs will work to a standard 2-hour agenda with a specific focus for each meeting:

**Specimen Model Agenda**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Item | Time | Lead |
| 1 | Welcome and Apologies for absence | 6.00 | Chair |
| 2 | Declarations of interest  | 6.02 | Chair |
| 3 | Minutes of Previous Meeting and any matters arising.  | 6.03 | Chair |
| 4 | Update from Chair/CEO on Trust business and other issues. *(This is important in that ensure AGC know what is going on at Trust board level. It is also an opportune it to be updated on key Government changes or issues.)* | 6.05 | Chair/ CEO/P |
| 5 | Finance report. | 6.10 | FM |
| 6 | Principal’s verbal report on key issues including staffing, students, including artistic, cultural and sporting activities.  | 6.20 | P |
| 7 | Presentation and discussion on educational performance  | 6.30 | P, VP,  |
| 8 | Feedback on Sub Committee or Individual Governors visits | 7.20 | SC Chair |
| 9 | Discussions and approval on key plans *(ASE, ADP, RA, H&S etc. The AGC sequencing of these will be linked to the Trust Board meetings as we need AGC approval before submission to the Trust Board.)* | 7.25 | P/VP |
| 10 | Policy Approvals | 7.45 | VP |
| 11 | Community Issues and University Links | 7.50 | All |
| 12 | AOB | 7.55 |  |

The Chair of the AGC with the CEO and Principal will agree a lead Governor for each of the following areas: Safeguarding/Child Protection, SEN, Pupil Premium, Attendance and Behaviour. In addition at HPA Early Years and Transition will have a lead Governor. The Principal and AGC can use other named governors for specific areas. These non-executive governors will work with the senior member of staff and jointly provide feedback to the Board.

**Voting** – There is a clear need to vote to agree the minutes and to approve policies and plans. Clearly if there is significant disagreement by a AGC on a key piece of academy work then the Chair should note the strong differences and refer the matter to the CEO who will them arrange for Trustees to make the final decision.

There has to be a clear sequencing of work at AGC to enable reports collectively to feed into the Trust Board meetings.

Sept/Oct – Safeguarding policy approval. Report on pupil’s performance, staffing and pupil numbers, CIF bids. Pupil Premium report. Academic plans for academic year

November – Academy Self-Evaluation (ASE) SEND report

Feb/March – Academy Development Plan (ADP) Risk Register; Business Continuity Plan

PE & Sport

May – Music and the Arts, Health and Safety Report. Report on Website compliance

UAH Post 16 provision including apprenticeships - HPAHBA/GHA Early Years

June – Draft Governance framework; Budget for 2020/21.

Gosberton House Academy is responsible for the WTT Outreach Contract with LCC. This will be an agenda item once a year.

**Policy Approval** – This agenda item will have all policy/guidance documents approved within the timescales set out in the scheme of delegation. All policy/guidance papers must be submitted to Board members 1 week prior to the meeting and Board members will be expected to have commented at least 3 days prior to the meeting. The policy will only be debated if the Chair feels there is a key point that cannot be resolved.

**5. Key Documents in Trust and Academy Governance and Management.**

1. The Academy Self Evaluation (ASE) is a crucial document and the LET sees it as a working document. To ensure it is up to date each academy will be expected, where necessary, to update after each Committee meeting. The draft ASE will be presented in October and then refined for approval by the AGC at its November meeting and approved at the December Trust meeting. Throughout the year it will be the role of the Principal to update the ASE, major changes should be taken back to the AGC. The Trust does not stipulate a common framework for ASE, however it must be suitable for both Section 5 and Section 8 inspections.

2. The Academy Development Plan (ADP) should be a short document, which incorporates key areas for development, including the key stands of improvement from the ASE. The Trust does not stipulate a common framework for ADP at this stage of its development. The ADP is discussed and agreed by the AGC in January. The Trust Board receives a short strategic paper on developments at its April meeting. This should reflect any key issues from an Ofsted inspection.

3. The Budget Plan for each academy is initially discussed with the CEO, CFO and Finance Manager; it is then discussed by the full AGC at its June meeting. LETs policy is that each academy must set an annual budget that is balanced. This takes place before going to the Trust Board in July for approval. Throughout the year the Finance Manager reports on deviation from budget agreed at each AGC. Each academy must report its budget to the standard format agreed by the CFO and all financial procedures must conform to the ESFA Financial Regulations, which are published annually.

4. The Annual Report covers the previous academic year and is put together by our accountants with the help of our Finance staff. Trustees and Governors should note the Annual Report are consolidated financial statement and will be scrutinised by the Audit Committee, before submission to the December Trust Board meeting for agreement approval. It has to be submitted to the ESFA and published by the 31st December, as well as filed at Companies House.

5. The Safeguarding Policy/ Child Protection will conform to recommendations from the local authority and include Prevent. It will be updated annually and approved by the Trust Board and AGC. This will include safe recruiting policy and related checks and register.

6. All staff in the Multi Academy Trust has the same employer and as such they have the same conditions of service. These are contained within the LET Employment Manual, which is updated annual. Any significant changes will be subject to consultation with staff. The Trust is responsible for Employment Manual and the Board must ratify major changes. AGC are informed of changes.

7. Financial Regulations for the Trust these must be annually reviewed in light of changes in the ESFA Financial Handbook which is published in July each year. This is presented to the Trust Board.

8. The annual Health and Safety Inspection is purchased each year from a qualified external provider. The report is discussed and action by the Resources sub committee and reported to the AGC.

9. Each academy must maintain a Risk Register to a common format and this is reported to the Audit committee annually. The following structure is used: meeting educational standards, complying with statutory and regularity requirements, including safeguarding, financial risk, Building and Environmental risk and Operational risk. The Trust risk Register must annual come to the Trust Board.

10. The LET and each academy must maintain a Business Continuity Plan to a common format and this is reported to the AGC annually.

11. The LET has a common approach to dealing with complaints and its Complaints Procedures are published on our websites.

12. The SEND Policies are a requirement of the AGC. The Trust Board may choose to look at these from time to time.

13. There should be a specific plan for the expenditure of pupil premium funding with relevant evaluation of previous years expenditure. This is a requirement of the AGC

14. There should be a specific plan for the expenditure of sports premium funding with relevant evaluation of previous years expenditure. Primary aged academies only. This is a requirement of the AGC

15. Academy admissions policy is a requirement for each AGC. This requires working with the local authority. Any major changes must be reported to the Trust Board.

NOTE: Some academies may have a specific school improvement plan and this plan should be the basis of significant governor discussion at regular governors meetings.

The full list of academy policies with those requiring AGC approval are in the scheme of delegation.

**6. Executive Management.**

**Scheme of Delegation**

The scheme of delegation sets out in **Annex 3** is what the Lincolnshire Educational Trust (LET) believes is the appropriate levels of delegation for its Board, committees and senior staff. It believes in delegating to the lowest level where accountability can be secured and wants the Academy Governing Committees (AGC) to focus on educational performance. The Trust recognises it has three highly experienced Principals who have a very good track record of delivering high level performance and good budget discipline as evidenced by successive Audit reports. Thus the Trust wishes to continue to back that philosophy by giving high level delegated authority to its Principals. The aim is that areas such as staffing, appointments and expenditure within a balanced budget are delegated to the Principal in most cases. The Trust however firmly believes the scheme of delegation will vary depending on the performance of any academy in the Trust and although the scheme defines where responsibility lies this does not preclude discussion or engagement at other levels where the decision maker feels they can benefit from additional advice or engagement.

The Trust has set the same scheme of delegation for UAH, HPA, HBA and GHA. The Trust recognises that HBA was inadequate when transferring to LET in June last year; however it is managed by a joint governing committee and Executive Principal, so the Trust has confidence that allowing the Principal and AGC the same powers is appropriate, with the exception that it most have its Ofsted action plan as a cornerstone of its strategy for improvement. UALS joined LET on the 1st July 2019 with an Ofsted grading of inadequate with a record of poor Ofsted inspections since 2013, with both governance and leadership considered in need of improvement, as well as some significant financial pressures. The Trust has appointed an Executive Principal to take overall responsibility for the two academies and each academy has a Principal who will have day to day responsibility for both UALS and UAH. The Executive Principal will have similar responsibilities as he does at UAH for staffing and all aspects of the academy except at UALS Building work and Finance, which he will work with the CEO as improvements take place, for the first 12 months, when the level of delegation will be reviewed. In light of this CEO will also extend the number of Governor meetings from five to a minimum of seven and this will provide for greater scrutiny of the work of UALS.

Annex 4 sets out all the policies the Trust and each academy should have and the delegated responsibility for these policies. The Trust has the key policies for safeguarding and related policies, finance and financial regulations, Employment, Data Protection, Risk Assessment, Health and Safety and general compliance. The remainder are the responsibility of academies either at AGC level or Principal level.

**Management - Operations Board**

The Operations Board is intended to help ensure the Trust is managed effectively and seeking best value for money. It will move round academies. The core members will be Principals, Chair or nominated Governor and CEO who will chair the meetings. In addition business managers/finance officers may also attend for parts of the meetings. This group will coordinate meetings, agree agendas, review contracts, and agree any joint ventures. The meetings will last for approximately 2 hours with up to 2 per term.

**Principal/Executive Principal**

The Principal has delegated powers with very clear responsibilities and authority for the day-to-day running of their academy and they are accountable to the Directors/AGCs, depending on where responsibility is delegated within the Trust. The aim of the Trust is to give maximum authority to its Principals, within good governance, to enable them to optimise the performance of their academy. The level of autonomy may vary depending on the performance of each academy.

The LET will appoint a statutory Principal for each academy and see these post holders have key responsibilities for the performance of the individual academy as well as some joint responsibility to work together for the benefit of the Trust. The Members/Trustees may delegate to a committee, to any Trustee holding executive office, to the Chief Executive, to the Principals of Academy or the Chief Finance Officer, such of their powers or functions as they consider being desirable to be exercised by them where such delegation is possible. They do not necessarily have to delegate the same to each academy, but where it differs it is best practice to inform that Academy of the reasons for the changes or differences.

**Chief Executive Officer of the LET**

This post provides the professional leadership of the Trust working and coaching the Principals, liaising with the DfE and its agencies and working to improve the governance and accountability of the LET. The Chief Executive (CEO) has the day to day operational lead responsibility working with the Chair of the Trust and the Chief Finance Officer. The CEO will have responsibility for carrying out the annual performance management of each Principal and reporting back to members to agree the next year’s targets. They will oversee strategic planning and relationships with outside bodies. The CEO will represent the Trust during any Ofsted inspections. The CEO will appoint in discussion with the Principal an external adviser to each Academy.

**Chief Finance Officer of the LET**

The Finance Director will support the Accounting Officer to ensure the Trust’s compliance with the Academy’s Financial Handbook issued by the ESFA.  They will have responsibility for the preparation and monitoring of the budget.  A key role will be setting the annual budget for each academy and within virement regulations will report against agreed budgets at AGC. They will have responsibility for the preparation of the annual accounts. Trust management accounts will only be produced at Board meetings.  They will delegate to academy finance officers day to day control within the agreed scheme of delegation.  They will be the lead for dealing with the ESFA and will report directly to the Trust at each Board meeting. They will establish audit facilities to ensure a process is in place for independent checking of the Trust’s financial controls, systems, transactions and risks.

**Finance Manager of LET**

The Finance Manager has the day to day responsibility for dealing with all aspects of finance from returns to ESFA to monthly management accounts. The Finance Manager works with Principals and other finance staff in academies as well as the CFO and CEO. In the next academic year we hope to appoint a person to the post of Assistant Finance and Compliance Manager working across the Trust.

**7. Annexes**

Annex 1 – Timetable for meetings for academic year 2019-20

Annex 2 – Academy Governing Committee membership

Annex 3 – Scheme of Delegation

Annex 4 – Policies

**Annex 1 – Timetable for meetings for academic year 2019-20**

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| **Lincolnshire Educational Trust - Governance Framework 2019/20****Timetable** |
| **Dates** | **Time** | **Meeting** | **Notes and Key Topics** |
| 3 Sept | 1.00 | Members | Lincoln - Review of Articles and Funding Agreements |
| 28 Jan | 10.00 | Members | Holbeach - Review of Trust performance inc. Annual report |
| 21 July | 2.00 | Members | Lincoln |
|  |  |  |  |
| 17 Oct | 10.00 | Trust Board | Lincoln - Report on 18/19 Performance, Safeguarding  |
| 7 Nov | 10.00 | Trust Board | Holbeach Away Day |
| 10 Dec | 11.00 | Trust Board | Lincoln - Approval Annual Report & ASEs  |
| 21 April | 10.00 | Trust Board | Lincoln - Development Plans update/ Employment Manual  |
| 9 July | 14.00 | Trust Board | Holbeach - Approval of 2019/20 Budget & Governance FW |
|  |  |  |  |
| 10 Dec | 9.00 | Audit Com | Lincoln - This meeting is prior to the Trust Board meeting  |
| 4 March | 10.00 | Audit Com | Holbeach |
| 7 July | 10.00 | Audit Com | Lincoln |
|  |  |  |  |
| 26 Sept | 6.00 | HPA/HBA  | 18/19 Performance, Safeguarding/Child Protection Update  |
| 2 Oct | 5.00 | GHA Govs | Teaching & Learning Safeguarding/Child Protection Update |
| 3 Oct | 6.00 | UAH Govs | 18/19 Performance, Safeguarding/Child Protection Update |
| 30 Oct | 6.007.30 | Governor Training | TBA |
| 20 Nov | 5.00 | GHA Govs | Academy Self Evaluation (ASE) & SENCO /Pupil Premium |
| 21 Nov | 6.00 | HPA/HBA  | Academy Self Evaluation (ASE) & SENCO /Pupil Premium |
| 28 Nov | 6.00 | UAH Govs | Academy Self Evaluation (ASE) & SENCO /Pupil Premium |
| 6 Feb | 6.00 | HPA/HBA  | Academy Development Plans update and Risk Register |
| 12 Feb | 5.00 | GHA Govs | Academy DP update, RR & Outreach Contract |
| 13 Feb | 6.00 | UAH Govs | Academy Development Plans update and Risk Register |
| 17 Mar | 6.007.30 | Governor Training | TBA |
| 23 April | 6.00 | HPA/HBA  | Health & Safety – Early Years |
| 29 April | 5.00 | GHA Govs | Health & Safety – Transition |
| 30 April | 6.00 | UAH Govs | Health & Safety – Post 16 Education |
| 18 June | 6.00 | HPA/HBA  | 2019/20 Budget  |
| 24 June | 5.00 | GHA Gov | 2019/20 Budget  |
| 25 June | 6.00 | UAH Govs | 2019/20 Budget  |
| 10 Sept | 6.00 | UALS Gov | Training and Introduction Performance Review |
| 15 Oct | 6.00 | UALS Gov | TBA |
| 26 Nov | 6.00 | UALS Gov | TBA |
| 11 Feb | 6.00 | UALS Gov | TBA |
| 24 Mar | 6.00 | UALS Gov | TBA |
| 28 April | 6.00 | UALS Gov | TBA |
| 23 June | 6.00 | UALS Gov | TBA |
| 12 Sept | 12.30 | Ops Board | UALS |
| 13 Nov | 12.30 | Ops Board | UAH |
| 4 Feb | 12.30 | Ops Board | GHA |
| 19 Mar | 12.30 | Ops Board | HPA/HBA This will be held at HBA |
| 20 May | 12.30 | Ops Board | UALS |
| 16 June | 12.30 | Ops Board | UAH |

**Annex 2 – Academy Governing Committee membership**

|  |  |
| --- | --- |
| **Holbeach Primary Academy/Holbeach Bank** | **University Academy Holbeach** |
| Jenny Worth (Chair) | Gary Chappell (Chair) |
| Sue Boor Executive Principal | Sheila Paige Principal |
| Dr Jennifer Johnson University of Lincoln | Steve Baragwanath Executive Principal |
| Dr Elizabeth Bailey University of Lincoln  | Neal Collishaw Parent |
| Parent | Claire Kelly Parent |
| Maggie Ward | Rick Gibbard  |
| Carol Kenyon | Jenny Worth  |
| Steve Baragwanath Executive Principal UAH/UALS  | Sue Boor Executive Principal HPA/HBA  |
| Stacey Clayton Teacher | Gill Graper |
| Darran Fiddler Site Manager | Donna Allen Vice Principal (Observer) |
| Andy Breckon CEO | Andy Breckon CEO |
| Nicola Kenyon Executive Vice Principal (Observer) | Gary Raven Teacher |
| Jeremy Medley Parent | Teacher |
| Paul Squire Vice Principal GHA |  |
|  |  |
| Clerk to AGC – Terri Judd  | Clerk to AGC – Stephanie Haynes |

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| **Gosberton House Academy** | **University Academy Long Sutton** |
| Jonny Boor (Chair) | Andrew Everard (Chair) |
| Louise Stanton Principal | Liam Davé Principal |
| Sajda Andleeb Parent | Steve Baragwanath Executive Principal |
| Amy Webster Parent | Derek O’Sullivan |
| Rebecca Daw UAH  | Julie Oliver Parent |
| Emma Barber HPA | Russell Taylor Parent |
| Dr Lesley Allinson University of Lincoln | Gary Chappell |
| Dr Niko Kargas University of Lincoln | Gillian Ross  |
| Vicky Edwards Teacher | Stuart Morrow Staff |
| Andy Breckon CEO | Michelle Papworth Staff  |
| Paul Squires Vice Principal (Observer) | Andy Breckon CEO |
|  | Simon Gilman Vice Principal (Observer) |
| Clerk to AGC – Rachael Wainwright | Clerk to AGC – Adrienne Harmon |