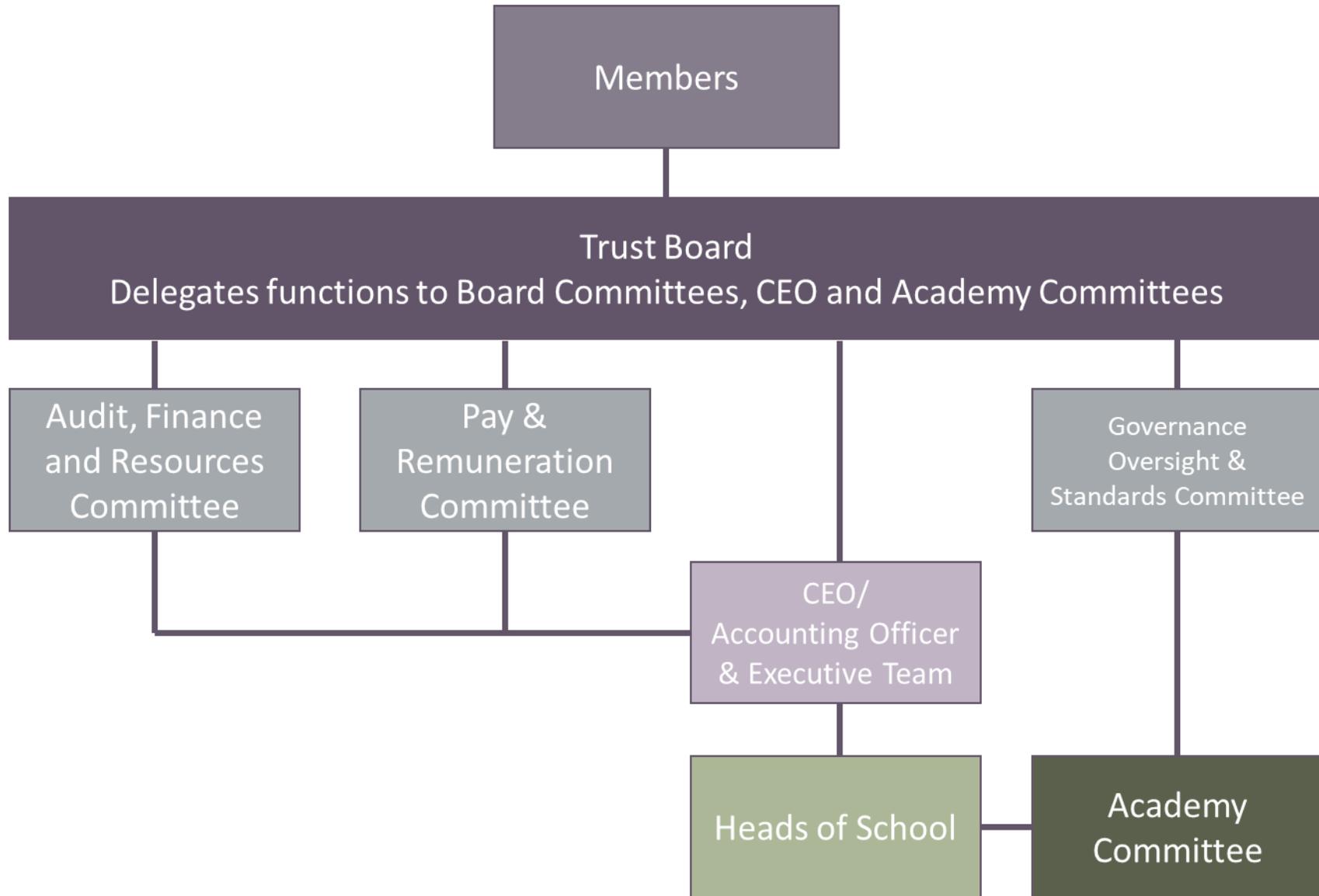




LAURUS

—
TRUST

Scheme of Delegation 2021





Lines of accountability

- The Trust Board (TB) appoint the Chief Executive Officer (CEO), to whom it delegates responsibility for delivery of its vision and strategy, and holds the CEO to account for the conduct and performance of the Trust, including the performance of the academies within the Trust, and for its financial management.
- In turn, the CEO line manages other Senior Executives, setting their targets and performance managing them. The Executive Heads (EHs) line manage the Heads of School, setting their targets and performance managing them.
- The TB delegates certain responsibilities to its Trust Board Committees (TBCs) for Audit, Finance and Resources, Pay and Remuneration and Governance Oversight and Standards; these TBCs have responsibility for financial scrutiny and the oversight of resources, the setting of pay for all employees and monitoring the effectiveness of the Academy Committees. Three Trustees must sit on each Trust Board Committee.
- The TB delegates some of its school level monitoring and scrutinising functions to Academy Committees (ACs), and uses these ACs to promote stakeholder engagement and as a point of consultation and representation. Trustees do not need to sit on ACs, and so lines of communication to the TB must be clearly established. The CEO/EHs, may seek input from the Chair of the Academy Committee when undertaking the performance management of the relevant Head of School, where appropriate.
- As the Heads are being line managed by the CEO/EH, the Academy Committee no longer carries out the governance function of holding the Head of School to account. However, they must be confident that the Trust's performance management systems are working well, and if not, how they can make the Trust aware of their concerns.

Review arrangements

- The overall Scheme of Delegation will be reviewed on a biannual basis and updated when levels of delegation need updating e.g. if there is a change in the Terms of Reference of a TBC and/or to reflect adjustments to statutory guidance.



Roles and responsibilities

Members

The Members of the Trust are guardians of the governance of the Trust and as such have a different status to Trustees. Originally, they will have been the signatories to the Memorandum of Association and will have agreed the Trust's first Articles of Association (the legal document which outlines the governance structure and how the Trust will operate). The Articles of Association also describes how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's Articles of Association.

There must be at least three Members, although the DfE prefer at least five, and while Members are permitted to be appointed as Trustees, in order to retain a degree of separation of powers between the Members and the Trust Board, and in line with Department for Education (DfE) expectations, not all Members should be Trustees. Members are not permitted to be employees of the Multi Academy Trust (MAT).

Trustees

The MAT is a charitable company and so Trustees are both Charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and Company Directors.

The Trustees are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement, the Trust Board is legally responsible and accountable for all statutory functions, for the performance of all schools within the Trust and for approving a written Scheme of Delegation of Financial Powers that maintains robust internal control arrangements.

In addition, the TB carries out the three Core Governance Functions which are to:



1. Ensure clarity of vision, ethos and strategic direction
2. Hold the Executive Team to account for the educational performance of the Trust's schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the Trust and make sure its money is well spent

The TB has the right to review and adapt its governance structure at any time which includes removing delegation.

Trust Board Committees

The TB have established TBCs to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the TB. The membership and responsibilities of TB Committees are set out in the Committee's Terms of Reference. The TB appoint TB Committee Chairs and Committee Members according to their skills and there must be three Trustees on each TBC.

The Academies Financial Handbook 2020 makes it clear that the Trust Board 'should have a finance committee to which the board delegates financial scrutiny and oversight'. In this Trust, the Audit, Finance and Resources Committee incorporates Audit, as our income does not exceed the threshold for a separate committee to be required.

Chief Executive Officer (CEO)

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's Academies and so the CEO performance manages the Secondary Academy Heads. The Executive Head Primary (EHP) line manages the Primary Heads, setting their targets and performance managing them.

The CEO is the Accounting Officer so has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.



The CEO leads the Executive Team of the Trust. The CEO will delegate executive management functions to the Executive Team and is accountable to the Trust Board for the performance of the Executive Management Team.



Academy Committees

The Trustees have established ACs to carry out some of its school level governance functions, although as Trustees are not required to sit on Academy Committees, decision making is limited. The Trustees will confirm the Chair/Vice Chair appointment, and ensure that up to three parents are elected to the Academy Committee. The Head of School will also sit on their Academy Committee along with a staff governor.

Delegated functions include:



- Ensuring that all children, including those with Special Educational Needs and/or Disabilities and those who come from disadvantaged backgrounds, have access to a broad and balanced curriculum
- Building an understanding of how the school is led and managed
- Monitoring whether the school is:
 - Working within agreed policies
 - Is meeting the agreed targets
 - Managing its finances well within its Trust approved budget
- Engaging with stakeholders
- Being a point of consultation and representation
- Reporting to the Trust Board

As committees of the Trust Board, delegation can be removed from ACs at any time.



Head of School (HoS)

The HoS is responsible for the day to day management of the Academy and is managed by the Chief Executive Officer or Executive Head. The HoS reports to the Academy Committee on matters which have been delegated to it which may include an element of monitoring and scrutiny of the school's management processes.

Key:

✓ denotes who is responsible for the decision

Column 1: Members

Column 2: Trust Board (TB)

Column 3: Audit, Finance and Resources Trust Board Committee

Column 4: Pay & Remuneration TBC

Column 5: Governance and Oversight TBC

Column 6: Chief Executive Officer (CEO) / Executive Team (ET)

Column 7: Academy Committee (AC)

Column 8: Head of School

Grey shading denotes that action may be taken but that there is no legal responsibility for the decision at this level

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
Governance framework									
People	Appoint/Remove Members	✓							
	Appoint/Remove Trustees	✓							
	Define lines of accountability, roles and responsibilities		✓						
	Appoint Senior Executive as Accounting Officer		✓						
	Appoint CFO		✓						
	Oversee Parent Trustee/Governor elections		✓					✓	
	Establish and appoint Trust Board Committees (TBCs)		✓						
	Appoint and remove TBC Chairs		✓						

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
	Appoint and remove AC Chairs		✓						
	Nominate Safeguarding Trustee and Link Safeguarding Governor for each AC with specific oversight of each school's arrangements for Safeguarding including PREVENT.		✓					✓	
	Nominate SEND Trustee and Link SEND Governor for each AC with specific oversight of each school's arrangements for SEND.		✓					✓	
	Appoint a Designated Teacher to promote the educational achievement of looked after and previously looked after children at each school								✓
	Appoint and remove Clerk to the TB		✓						

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
	Appoint and remove AC Clerks		✓						
Systems and structures	Review and agree Articles of Association	✓							
	Establish and review the Trust's governance structure annually		✓						
	Review and agree Terms of Reference for Board Committees and the Scheme of Delegation for Academy Committees annually		✓						
	Ensure a Skills Audit is completed annually to inform recruitment and succession planning		✓						
	Complete self-review of Trust Board performance annually		✓						
	Complete self-review of the impact of each Academy Committee annually							✓	

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
	Meet statutory requirement to carry out a 360 review of the TB Chair's performance periodically	✓							
	Review Succession Planning at all levels		✓						
	Review and agree Schedule of Business for Trust Board annually		✓						
	Review and agree Schedule of Business for Academy Committees annually		✓						
Reporting									
Reporting	Ensure that all required details on the Trust's governance arrangements are published online		✓						
	Publish an Annual Report on the Trust's performance (including accounting policies, signed statement on regularity, propriety)		✓						

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
	and compliance, incorporating governance statement demonstrating value for money) and submit to Members								
	Ensure that data is produced that enables the TB to ask questions that hold the Executive Team to account effectively						✓		
	Ensuring compliance with equalities legislation		✓						
	Determine the impact of the work of Academy Committees through their Annual Reports to the TB					✓			
Being Strategic									
	Set the Trust's vision, strategy, culture and values and agreeing key priorities, critical success factors and key performance		✓						

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
Being Strategic	indicators (KPIs) against which progress can be measured.								
	Set school vision, strategy and improvement plan in line with Trust priorities and agreeing school priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured.		✓						
	Set Governance Policies (Data Protection, Information Sharing, Freedom of Information, Code of Conduct, Complaints, Whistleblowing) and publish online in accordance with government guidance (facilitating discussions with unions where agreed)		✓						
	Set Trust Safeguarding Practices, with regard to statutory guidance (Keeping		✓						

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
Being Strategic	Children Safe in Education), including appointing Designated Safeguarding Leads								
	Set Trust Safeguarding Policies (Safeguarding, Child protection, PREVENT, Looked After Children, Safer Recruitment) that include references to peer-to-peer abuse, gender issues and allegations made against teachers and staff		✓						
	Set Trust HR Policies (Appraisal, pay, Disciplinary, Grievance, Capability, Safer Recruitment) with input from Trade Unions as agreed		✓						
	Ensure delivery of DBS and section 128 checks by the Executive Team and school staff.		✓						

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
	Set Health and safety Policies including Food Safety, Supporting Pupils with Additional Health Needs, First Aid and Fire Safety		✓						
	Set Admissions Policies		✓						
	Ensure Curriculum Policies (e.g. Religious Education, Relationships Education) are in line with statutory guidance		✓						
	Set Behaviour and Welfare Policies that promote good behaviour and clearly define sanctions		✓						
	Agree central spend / recharge			✓					
	Hold oversight of strategic risks across the Trust by maintaining a Risk Register.		✓						

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
	Hold oversight of school level risks across by maintaining a Risk Register.							✓	
	Engage with stakeholders including parents and carers		✓						
	Attending Trust Inspections						✓		
	Chief Executive Officer: appoint and dismiss		✓						
	Head of School: appoint and dismiss						✓		
	Agree budget plan to support delivery of Trust key priorities			✓					
	Monitor budget plan to support delivery of school key priorities			✓					
	Trust's staffing structure: agree						✓		✓

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
	School staffing structure: agree						✓		✓
Holding to account									
Holding to account	Setting Trust approach to curriculum and assessment with regard to statutory requirements		✓						
	Ensure compliance with SEND Code of Practice		✓						
	Delivering Early Years Foundation Stage (EYFS) in line with statutory requirements (EYFS policies and procedures should be set in line with the EYFS framework)		✓						
	Setting and delivering school curricula and assessment in line with Trust approach								✓

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
	Ensure compliance is achieved with regard to statutory requirements for schools delivering careers guidance (students in Years 8-13)		✓						
	Set approach to directing pupils offsite, exclusions		✓						
	Ensure compliance with regard to each school keeping admissions and attendance registers in accordance with regulations		✓						
	Undertake the performance management of the Chief Executive Officer		✓						
	Undertake the Performance Management of the Executive Team (by CEO) and Heads of School (by Executive Heads)						✓		

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
Ensuring financial probity									
	Approve delegated authority limits and communicate throughout the Trust via Scheme of Financial Delegation			✓					
	Establish controls framework including internal audit and approve the annual programme of internal scrutiny put forward by the Executive Team			✓					
	Approve the budget developed by the Executive Team			✓					
	Review management accounts prepared by the Executive Team at least six times a year		✓						

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
	Hold oversight of cash position management across the Trust			✓					
	Monitor Pupil Premium, Catch Up and Sport Premium spending to ensure it improves the attainment of eligible pupils/students								✓
	Appoint a registered statutory auditor in writing	✓							
	Deliver Annual Report and Accounts (prepared in line with the EFSA's direction) to Members			✓					
	Approve Finance Policies (Charging, Remissions, Procurement) developed by the Executive Team			✓					

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
	Maintain a Register of Interests and manage conflicts of interests and related party transactions		✓						
	Ensure compliance with EFSA requirements (including novel, contentious and repercussive transactions, disposal of land and assets and use of School Allocation Funds, use of school premises).			✓					
	Ensure adequate insurance cover is in place (opt into the academies Risk Protection Arrangements – RPA)			✓					
	Agree CEO pay award				✓				
	Ensure compliance with statutory requirements for setting executive pay				✓				

Area	Decision	Delegation							
		Members	Trust Board	Audit, Finance and Resources TBC	Pay and Remuneration TBC	Governance Oversight and Standards TBC	CEO/ Executive Team	Academy Committee	Head of School
	Review and agree staff appraisal procedure and pay progression				✓				
	Benchmarking and Trust wide value for money - ensure robustness			✓					
	Benchmarking and school value for money - ensure robustness							✓	
	Develop and review Trust wide procurement strategies and efficiency savings programme						✓		

SCHEME OF FINANCIAL AUTHORITIES – DECEMBER 2020

KEY FUNCTION	BOARD OF TRUSTEES	AUDIT, FINANCE AND RESOURCES COMMITTEE	TRUST CEO / ACCOUNTING OFFICER	TRUST CFO/FINANCE DIRECTOR	HEAD OF SCHOOL	DEPARTMENT BUDGET HOLDER
Approval of Annual Statutory Accounts	Board approval required.	Detailed review with recommendation made to Trust Board.	Presentation to Audit, Finance and Resources Committee	Preparation of financial statements for audit and consideration by the CEO.	NONE	NONE
Approval of Annual Budget	DELEGATED RESPONSIBILITY	Approve a balanced budget for each school and the trust as a whole	Review and recommend budget for approval	Prepare balanced budget for each school and overall Trust	Prepare budget for school in conjunction with FD	Prepare department budget for approval by HoS and FD
Signing and submission of DfE grant claims and returns	DELEGATED RESPONSIBILITY unless Chair signature required	DELEGATED RESPONSIBILITY	All returns	All returns	School specific grant funding	NONE
Approval of Financial Policies	DELEGATED RESPONSIBILITY	Approve	Review	Prepare	NONE	NONE
Budget Virements	DELEGATED RESPONSIBILITY	Over £30K	Up to £30K	Up to £20K	Up to £10K	NONE
Ordering goods and Services	Orders over £75K Compliance with relevant tendering processes	Orders over £25K and up to £75K	Approval of orders over £10K and up to £25K	Approval of orders over £5K and up to £10k	Approval of orders over £5K and up to £10k	Up to £5K
Authority to accept other than lowest quote	Authorisation required for quotations over £50K	Authorisation required for quotations over £30K and up to £50K	Up to £30K	Up to £20K	Up to £10K	Up to £5K but must report to CFO
Bank signatories / BACS payment authorisation	DELEGATED RESPONSIBILITY	DELEGATED RESPONSIBILITY	Signatory on all accounts and responsible for	Signatory on all accounts, responsible for approval of all	Acts as signatory on school account	NONE

KEY FUNCTION	BOARD OF TRUSTEES	AUDIT, FINANCE AND RESOURCES COMMITTEE	TRUST CEO / ACCOUNTING OFFICER	TRUST CFO/FINANCE DIRECTOR	HEAD OF SCHOOL	DEPARTMENT BUDGET HOLDER
			signing off month payroll	BACS payments with one other signatory		
Authority to sell assets	Assets with NBV over £20K	Assets with NBV up to £20K	Assets with NBV up to £10K	Assets with NBV up to £5K Annual report to the Board	NONE	NONE
Write off a bad debt	Over £10K	Up to £10K	Up to £5K Report to the Board annually	Up to £1K Report to the Board Annually	Up to £100 Report to CFO	NONE
Special payments – staff	Board approves payments over £15K up to £50K. Payments over £50K referred to ESFA.	Receive report on payments made.	Up to £15K	Recommendations to CEO. Reporting and monitoring role.	NONE	NONE
Operating leases – not related to land or building	Approval of agreements over £75K	Approval of agreements over £25K up to 75K	Approvals of agreements up to £10K and up to £25k	Review all agreements to assess nature of lease. Approval up to £10K Recommendations made to CEO/Trustees over £10K	NONE	NONE
Granting or take up of any leasehold or tenancy agreement	Board approval required for submission to ESFA for approval.	NONE	Present proposal to Trust Board	Prepare proposal for CEO consideration	NONE	NONE