

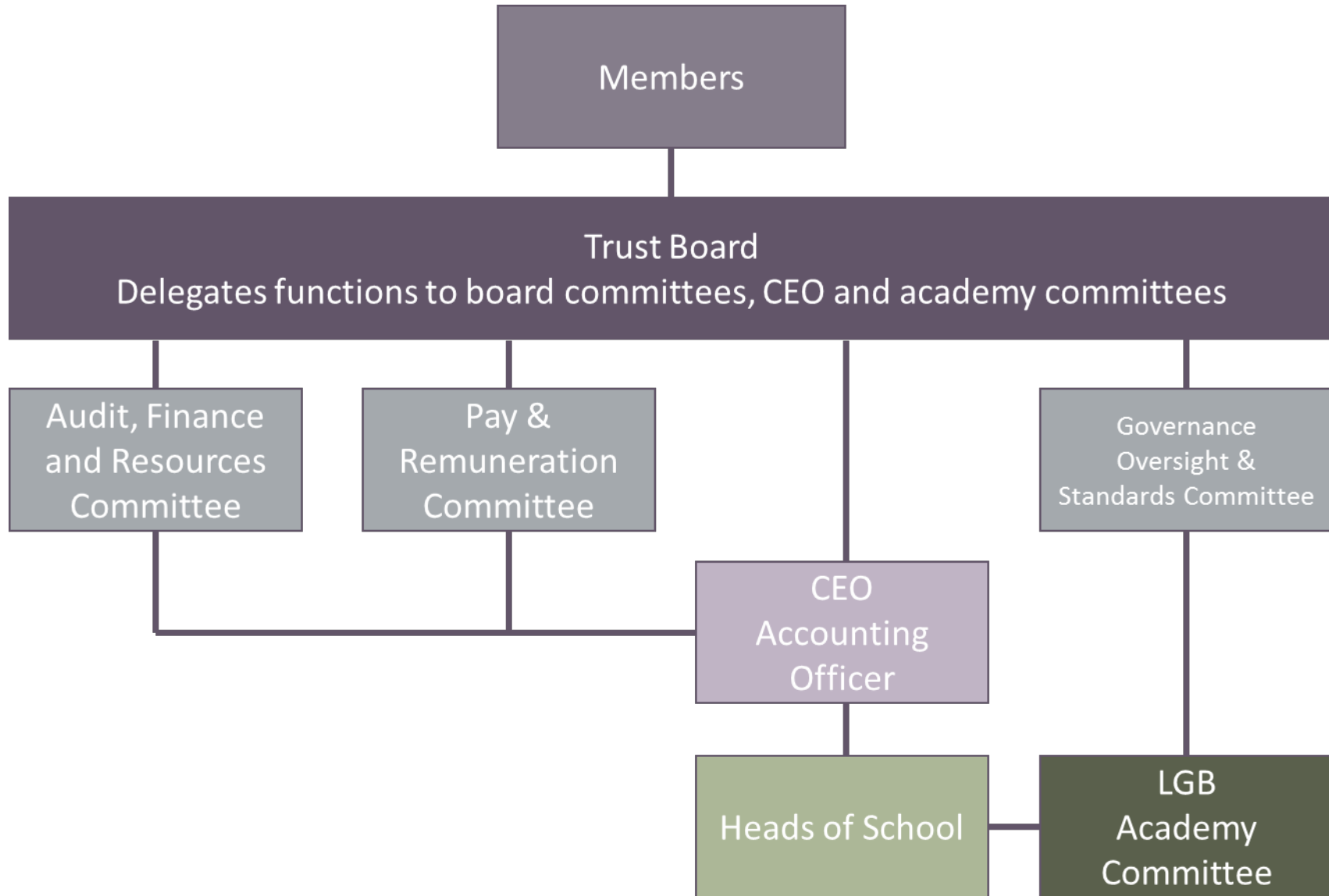


**LAURUS**

TRUST

---

## Scheme of Delegation 2019





## Lines of accountability

- The Trust Board (TB) is responsible for the three Core Governance Functions (see below).
- The TB appoint the Chief Executive Officer (CEO), to whom it delegates responsibility for delivery of its vision and strategy, and will hold 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 Head Primary (EHP) line manages the Primary Heads, setting their targets and performance managing them.
- The TB has overall responsibility for progress and attainment, financial affairs and the use of resources efficiently to maximise outcomes for pupils. It delegates certain authorities to committees for Audit, Finance and Resources, Pay/Remuneration and Governance oversight and Standards; these have responsibility for financial scrutiny and the oversight of resources, the setting pay for all employees and monitoring the effectiveness of the LGB Academy Committees. As TB Committees, at least three Trustees must sit on each.
- The TB delegates some of its school level monitoring and scrutinising functions to Local Governing Body (LGB) Academy Committees, and uses these committees to promote stakeholder engagement and as a point of consultation and representation. Trustees do not need to sit on LGB Academy Committees, and so lines of communication to the TB must be clearly established. The CEO/ Executive Head (EH), where appropriate, may seek input from the Chair of the LGB Academy Committee when undertaking the performance management of the relevant Head of School.
- As the Heads are being line managed by the CEO/EH, the LGB 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.



# Roles and responsibilities

## The role of the 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 will also describe 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).

## The role of the 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.

## The role of Trust Board Committees

The TB have established committees 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 (there must be at least three Trustees) 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.

The Academies Financial Handbook 2016 makes it clear that the Trust Board 'should have a finance committee to which the board delegates financial scrutiny and oversight'. In this Trust Audit, Finance and Resources Committee incorporates Audit, as our income does not exceed the threshold for a separate committee to be required.

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

## The role of the LGB Academy Committees

The Trustees have established Academy Committees 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 a Committee of the Trust Board, delegation can be removed at any time.

## The role of the Head of School

The Head of School is responsible for the day to day management of the academy and is managed by the Chief Executive Officer or Executive Head but reports to the LGB 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

Column 1: Members

Column 2: Trust Board of the multi academy trust (TB)

Column 3: Trust Board Audit, Finance and Resources

Column 4: Trust Board Pay & Remuneration

Column 5: Chief Executive Officer (CEO) Executive Team

Column 6: Academy Committee (LGB)

Column 7: Academy Head (of School)

**Green box** Function **cannot** be legally carried out at this level.

✓ Action to be undertaken at this level

✓ Action to be undertaken at this level

**A** Provide advice and support to those accountable for decision making

↔ Direction of advice and support

Area	Decision	Delegation							
		Members	Trust Board	TB Committee: Audit, Finance and Resources	TB Committee: Pay & Remuneration	TB Committee: Governance & Standards	CEO/ Executive Team	LGB Academy Committee	Head of School
Governance framework									
People	Members: Appoint/Remove	✓							
	Trustees: Appoint/Remove	✓							
	Role descriptions for Members	✓							
	Role descriptions for Trustees/Chair/ Specific Roles/Committee Members: agree		✓				<A		
	Parent Trustee/Committee Member: elected		✓					✓	
	Board Committee Chairs: appoint and remove		✓				<A		
	LGB Academy Committee Chairs: appoint and remove		✓				< A	< A	



Area	Decision	Delegation							
		Members	Trust Board	TB Committee: Audit, Finance and Resources	TB Committee: Pay & Remuneration	TB Committee: Governance & Standards	CEO/ Executive Team	LGB Academy Committee	Head of School
	Clerk to Board: appoint and remove		✓						
	Clerk to LGB Academy Committee: appoint and remove		✓			< A			
Systems and structures	Articles of Association: review and agree	✓	<A				< A		
	Governance structure (committees) for the trust: establish and review annually		✓				< A		
	Terms of reference for Board Committees and Scheme of Delegation for LGB Academy Committees: agree annually		✓				< A		
	Skills audit: complete and recruit to fill gaps		✓				<A>	✓	A
	Self-review of Trust Board and Committees: complete		✓						
	Self-review of LGB Academy Committees: complete							✓	

Area	Decision	Delegation							
		Members	Trust Board	TB Committee: Audit, Finance and Resources	TB Committee: Pay & Remuneration	TB Committee: Governance & Standards	CEO/ Executive Team	LGB Academy Committee	Head of School
	Chair's performance: carry out 360 review periodically		✓			A >		✓	
	Trustee / academy committee contribution: review annually		✓			< A		✓	
	Succession: plan		✓				<A>	✓	A
	Annual Schedule of Business for Trust Board: agree		✓	✓	✓	✓	< A		
	Annual Schedule of Business for LGB Academy Committee: agree					A >	A >	✓	A
Reporting									
	Publication on Trust and Schools' websites of all required details on governance arrangements: ensure		✓			✓	< A	✓	A

Area	Decision	Delegation							
		Members	Trust Board	TB Committee: Audit, Finance and Resources	TB Committee: Pay & Remuneration	TB Committee: Governance & Standards	CEO/ Executive Team	LGB Academy Committee	Head of School
Reporting	Annual report on performance of the Trust: submit to Members and publish		✓	< A			< A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	< A			< A		
	Annual report work of LGB Academy Committee: submit to trust and publish							✓	A
Being Strategic									
	Determine Trust wide policies which reflect the Trust's ethos and values (facilitating discussions with unions where appropriate) including: Admissions; Charging and Remissions; Complaints; Expenses; Health		✓	✓	✓	✓	< A		

Area	Decision	Delegation							
		Members	Trust Board	TB Committee: Audit, Finance and Resources	TB Committee: Pay & Remuneration	TB Committee: Governance & Standards	CEO/ Executive Team	LGB Academy Committee	Head of School
Being Strategic	and Safety, Premises Management; Media; Data Protection and FOI; Staffing Policies including Pay, Capability, Discipline, Conduct and Grievance: approve								
	Determine school/phase level policies which reflect the school's ethos and values to include e.g. Admissions; SEND; Safeguarding and Child Protection; curriculum; behaviour: approve		✓			A >	A >	✓	A
	Central spend / recharge: agree			✓			< A		
	Management of risk: establish register, review and monitor		✓	< A		< A	< A >	✓	A
	Engagement with stakeholders	✓	✓	✓			✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards		✓	✓				< A	

Area	Decision	Delegation								
		Members	Trust Board	TB Committee: Audit, Finance and Resources	TB Committee: Pay & Remuneration	TB Committee: Governance & Standards	CEO/ Executive Team	LGB Academy Committee	Head of School	
Being Strategic	achieving the vision can be measured: determine									
	Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓			✓	< A >	A	✓	
	Chief Executive Officer: appoint and dismiss		✓							
	Head of School : appoint and dismiss						✓	< A		
	Budget plan to support delivery of trust key priorities: agree			✓				< A		< A
	Budget plan to support delivery of school key priorities: agree			✓				< A		< A

Area	Decision	Delegation							
		Members	Trust Board	TB Committee: Audit, Finance and Resources	TB Committee: Pay & Remuneration	TB Committee: Governance & Standards	CEO/ Executive Team	LGB Academy Committee	Head of School
	Trust's staffing structure: agree		✓	< A			< A		
	School staffing structure: agree						✓		A
Holding to account									
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	✓	✓	✓	< A >	✓	A
	Reporting arrangements for progress on key priorities: agree		✓	< A		< A >	< A >	✓	A
	Performance management of the Chief Executive Officer: undertake		✓						
	Performance management of Executive team by CEO & Heads of School by Executive Heads: undertake						✓	A	

Area	Decision	Delegation							
		Members	Trust Board	TB Committee: Audit, Finance and Resources	TB Committee: Pay & Remuneration	TB Committee: Governance & Standards	CEO/ Executive Team	LGB Academy Committee	Head of School
	Trustee monitoring: agree arrangements		✓				< A		
	LGB Academy Committee Member monitoring: agree arrangements					✓		✓	A
	LGB Academy Committee overall performance monitoring: agree arrangements					✓	< A		
Ensuring financial probity									
Ensuring financial probity	Appoint Chief Financial Officer for delivery of Trust's detailed accounting processes		✓	< A			< A		
	Trust's Scheme of Financial Delegation: establish and review		✓	✓			< A		

Area	Decision	Delegation							
		Members	Trust Board	TB Committee: Audit, Finance and Resources	TB Committee: Pay & Remuneration	TB Committee: Governance & Standards	CEO/ Executive Team	LGB Academy Committee	Head of School
	School's Scheme of Financial Delegation: establish and review			✓			< A		
	External auditors' report: receive and respond			✓			< A		
	CEO pay award: agree				✓				
	Executive team (excluding CEO) pay award: agree				✓		< CEO		
	Head of School pay award: agree				✓		< A		
	Staff appraisal procedure and pay progression: review and agree				✓		< A		< A
	Benchmarking and Trust wide value for money: ensure robustness			✓			< A		



Area	Decision	Delegation							
		Members	Trust Board	TB Committee: Audit, Finance and Resources	TB Committee: Pay & Remuneration	TB Committee: Governance & Standards	CEO/ Executive Team	LGB Academy Committee	Head of School
	Benchmarking and school value for money: ensure robustness			✓			< A	✓	A
	Develop Trust wide procurement strategies and efficiency savings programme						✓		
	Review and approve Trust wide procurement strategies and efficiency savings programme			✓			< A		

## SCHEME OF FINANCIAL AUTHORITIES

KEY FUNCTION	TRUST BOARD	TRUST CHIEF EXECUTIVE	TRUST CFO	TRUST AUDIT, FINANCE AND RESOURCES COMMITTEE	LOCAL GOVERNING BODY ACADEMY COMMITTEE Secondary(S) /Primary (P)	HEAD OF SCHOOL	SCHOOL FINANCE OFFICER / BUSINESS MANAGER	DEPARTMENT BUDGET HOLDER
BUDGET VIREMENTS	DELEGATED RESPONSIBILITY	Over £30k report to Board	Monitoring role. Over £30k report to CEO/Board	Over £15k and up to £30k	(S)/(P) £10k to £15k	Up to £10k	Up to £1k	NONE
Ordering Goods and Services	DELEGATED RESPONSIBILITY Approval of procurement policy	Approval of procurement over£50k	Establish and monitor use of procurement policy/ comply with OJEU	Over £30k up to £50k per item	Over £10k/£15k up to £30k per item	Over (S) £10k up to £15k per item (P) £5K up to £10k per item	Up to (S) £10k (P) £5k	Up to (S) £5k
Authority to accept other than lowest quote	Board approval for quotations or tenders over £50k			Over £30k to £50k	Over £5k to £30k			Up to (S) £5k

KEY FUNCTION	TRUST BOARD	TRUST CHIEF EXECUTIVE	TRUST CFO	TRUST AUDIT, FINANCE AND RESOURCES COMMITTEE	LOCAL GOVERNING BODY ACADEMY COMMITTEE Secondary(S) /Primary (P)	HEAD OF SCHOOL	SCHOOL FINANCE OFFICER / BUSINESS MANAGER	DEPARTMENT BUDGET HOLDER
Bank signatories/ BACs payment Authorisation		Trust Bank Account 2 Signatures from selected list including CEO/FD				School Bank Account only 2 signatures from selected list		
Signatories for EFA grant claims and EFA returns		CEO/FD						
Authority to sell assets	DELEGATED RESPONSIBILITY Board approves over £20k	Over £10k Monitoring role	Annual report to Board	Over £5k up to £10k	Up to £5k			
Write off a bad debt	Board approves over £10k		Report to the Board annually	Up to £10k	Up to £1,000	Up to £100	Up to £50	
Special	Board approves	Approval up						

KEY FUNCTION	TRUST BOARD	TRUST CHIEF EXECUTIVE	TRUST CFO	TRUST AUDIT, FINANCE AND RESOURCES COMMITTEE	LOCAL GOVERNING BODY ACADEMY COMMITTEE Secondary(S) /Primary (P)	HEAD OF SCHOOL	SCHOOL FINANCE OFFICER / BUSINESS MANAGER	DEPARTMENT BUDGET HOLDER
payments-staff	payments over £15k up to £50k EFA approval over £50k	to £15k						
Operating Leases - not related to land or buildings	Delegated responsibility	Monitor	Review and Propose to Audit, Finance and Resources Committee	Report to CEO/Board	Proposal to FD			
Granting or take up of any leasehold or tenancy	Board approval and EFA approval	Report/ Proposal to Board	Prepare proposal					
Financial Statement approval	Board approval	Presentation to Audit Committee	Preparation of the Trusts overall financial statement for auditing and consideration	Detailed review with a recommendation that each school's financial statement	Preparation/ approval of the school's individual accounts to FD	n/a	n/a	n/a

KEY FUNCTION	TRUST BOARD	TRUST CHIEF EXECUTIVE	TRUST CFO	TRUST AUDIT, FINANCE AND RESOURCES COMMITTEE	LOCAL GOVERNING BODY ACADEMY COMMITTEE Secondary(S) /Primary (P)	HEAD OF SCHOOL	SCHOOL FINANCE OFFICER / BUSINESS MANAGER	DEPARTMENT BUDGET HOLDER
			by the CEO	should be accepted by the Board				