



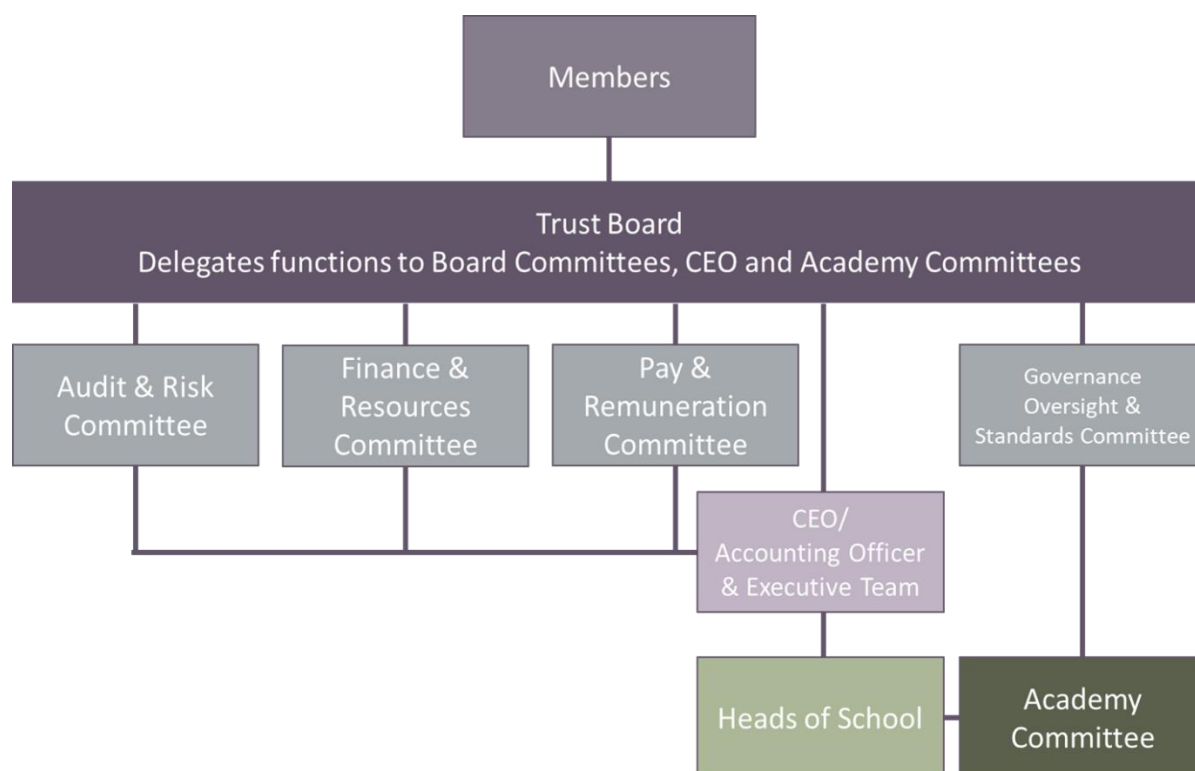
**LAURUS**  
TRUST

# **Scheme of Delegation**

2024/25

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## 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. The TB 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 members of the Executive Team, setting their targets and performance managing them. The Executive Heads (EHs) and Director of Primary (DoP) 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 and Risk, Finance and Resources, Pay and Remuneration and Governance Oversight and Standards. TBCs have responsibility for: providing assurance that adequate controls are in place to safeguard the Trust's assets and to ensure regularity and propriety in all transactions; 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 TBC.
- 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/DoP, 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/EHs/DoP, 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 an annual 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 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 (one representing the Law Family Educational Trust), although the DfE prefer at least five. 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 (including core compliance)
2. Hold the Executive Team to account for the educational performance of the Trust's schools and their pupils, and the effective and efficient performance management of staff
3. Oversee the financial performance of the Trust and make sure its money is well spent

Further details about delegation arrangements are outlined in separate Terms of Reference documents. The TB has the right to review and adapt its governance structure at any time which includes removing delegations.

Trustees also have specific Link Trustee roles and responsibilities for Safeguarding, SEND, Primary and Academic Subjects. Formal visits to one of our schools are recorded using a standardised Record of Visit template and made available for other Trustees to review electronically.

## 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 each 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.

In this Trust, there are four Trust Board Committees: Audit and Risk, Finance and Resources, Pay and Remuneration, and Governance Oversight and Standards. With the exception of the Pay and Remuneration Committee which meets annually, the other Trust Board Committees meet three times per year. The Chair of the Audit Committee is different to the Chair of the Finance Committee in accordance with the Academy Trust Handbook.

## 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 (supported by the Exec Heads) performance manages the Secondary Heads. The Director of Primary (DoP) 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.

## Chief Financial Officer (CFO)

The TB must appoint a Chief Financial Officer (CFO) to whom responsibility for the Trust's detailed financial procedures is delegated. The CFO plays both a technical and leadership role. The CFO and their finance staff must be appropriately qualified and/or experienced.



## 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 determine governance arrangements, and ensure that up to three parents are elected to the Academy Committee. The Head of School also sits on their Academy Committee along with a staff governor.

Delegated functions:

- Ensuring that all pupils and students, 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

An established Academy Committee will take responsibility for the governance of a new school during its opening year so that a representative group of members can be recruited and onboarded prior to the school's own Academy Committee being created. Delegated functions can be removed from ACs by the Trust Board.

## Head of School (HoS)

The HoS is responsible for the day-to-day management of their school and is managed by the CEO/EH/DoP. 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 for Delegations

	Accountable
	Responsible for delivery

M	Members
TB	Trust Board
A&R	Audit and Risk Trust Board Committee
F&R	Finance and Resources Trust Board Committee
P&R	Pay and Remuneration Trust Board Committee
GO&S	Governance Oversight and Standards Trust Board Committee
CEO/ET	Chief Executive Officer/Executive Team
AC	Academy Committee
HoS	Head of School



## Scheme: Vision, ethos and strategy (including compliance)

	M	TB	A&R	F&R	P&R	GO&S	CEO/ ET	AC	HoS
Setting trust vision									
Setting trust strategy									
Setting trust culture and values									
Setting school/ academy improvement plan in line with trust priorities									
Reviewing and agreeing Schedules of Business for Trust Board and Academy Committees annually									
Reviewing performance of Trust Board									
Ensuring all required governance details are published online									
Engaging with parents									
Ensuring compliance with equalities legislation									
Nominating Safeguarding Link Trustee									
Nominating SEND Link Trustee									
Ensuring finance skill set on board									
Establishing and appointing Board committees									
Determining governance arrangements									
Setting Governance Policies (data protection, information sharing, cyber security, Freedom of Information (FOI), code of conduct, complaints, whistleblowing)									
Setting Trust Safeguarding practices, with regard to statutory guidance, including appointing designated safeguarding lead (DSL)									
Delivering support for Looked After Children									
Carrying out disclosure and barring service (DBS) checks									
Setting Safeguarding Policies (safeguarding and child protection, Prevent, looked after children, safer recruitment)									
Setting Health and Safety Policies and Estates Management Strategy									
Setting Admissions Policies									
Attending Trust inspections									

# Scheme: Educational performance and staff performance management

	M	TB	A&R	F&R	P&R	GO&S	CEO/ ET	AC	HoS
Setting trust approach to curriculum and assessment, with regard to statutory requirements									
Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements									
Setting and delivering school curriculum and assessment in line with trust approach									
Developing curriculum policies as required by school(s) (religious education, relationships, sex & health education, collective worship)									
Production and analysis of educational data									
Setting behaviour and welfare policies (behaviour, exclusions)									
Delivering careers guidance, with regards to statutory requirements									
Ensuring compliance with SEND Code of Practice									
Setting approach to directing pupils offsite, exclusions									
Keeping admission and attendance registers									
Setting approach to staff appointment and dismissal, with regard to statutory requirements									
Setting approach to appraisal and performance management									
Appointing and dismissing members of the Executive Team							CEO		

# Scheme: Financial performance

	M	TB	A&R	F&R	P&R	GO&S	CEO/ ET	AC	HoS
Appointing Senior Executive Leader as Accounting Officer									
Appointing Chief Financial Officer (CFO)									
Agreeing central spend and recharge									
Setting delegated authority limits for financial transactions									
Establishing controls framework including internal audit									
Recommending budget for approval									
Approving budget									
Setting pay levels including executive pay in line with statutory requirements									
Monitoring monthly management accounts and forecasts									
Managing cash position									
Monitoring pupil premium spend inc. year 7 literacy and numeracy catch-up and PE and sport premium									
Appointing external auditor									
Delivering annual report and accounts, with regard to accounts consolidation exercises required by DfE									
Developing finance policies (charging and remission, procurement)									
Managing conflicts of interest and related party transactions									
Ensuring compliance with ESFA requirements									
Ensuring adequate insurance cover is in place inc. relevant approvals on indemnities									
Maintaining risk register									



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