

SCHEME OF DELEGATION

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1. AURORA ACADEMIES TRUST SCHEME OF DELEGATION - INTRODUCTION

This document sets out how decision-making is distributed within Aurora Academies Trust (the Trust). The principles of delegation are first and foremost underpinned by the values of the Trust which are that:

Mission

Aurora exists to provide opportunity and create success for all our pupils.

Vision

- Aurora is dedicated to providing the best possible standard of education to pupils in our nursery, primary and secondary schools across the south-east of England.
- As a trust, we are committed to doing everything we can to support our schools and pupils to achieve personal excellence.
- We want pupils to leave our schools achieving their potential and enjoying learning with the ambition, resilience, curiosity and self-belief for success in life.
- Our ambition is for all our schools to be excellent and inclusive schools serving their local communities with achievement levels above similar schools nationally.
- Over the next five years Aurora plans to grow because we want to support more schools and pupils.

How we work together as a group of schools

Collaboration lies at the heart of the work of Aurora. Each Aurora school has its own unique identity and place in its local community. However, we have developed common approaches in key areas that contribute to our collective improvement.

The Aurora Approach

We asked our school leaders, staff and local academy boards what sort of trust we are and what it was like to work at Aurora, and this is what they said:

- **We are ambitious as a trust** - we all share an aim to get better at what we do – this is shared by all staff working across the trust and driven from the top by trustees.
- **We have a strong track record of impact** – all our schools are good or outstanding schools. We have developed and agreed key elements of our school improvement approach that have worked in supporting our schools to improve.
- **We focus on the children and communities we serve** – we are a civic institution that make a strong contribution to all the communities we serve

from towns and cities to rural areas and coastal communities. We strive to provide fantastic pastoral care and extra-curricular opportunities to help pupils achieve excellence in all that they do.

- **We believe in deep and purposeful collaboration** – we work together and learn from each other to make things better for our pupils, communities, and staff. We learn from other schools and trusts and our schools are all part of local partnerships.
- **We support and challenge each other to improve** – we share a collective responsibility for the outcomes for all our schools and pupils; what goes with that is a genuine willingness to offer help and support whenever it is needed.
- **We have developed shared and effective practice in key areas like the curriculum** - this common practice is reinforced through shared professional learning and development. At the same time, we recognise and respect the unique characteristics of our schools and they have lots of freedom to decide what works best for them.
- **We are strongly committed to supporting and developing all of our staff** – including growing our own teaching assistants, teachers and leaders and there are lots of professional development opportunities for staff at all levels.
- **We are part of a global partnership which gives opportunities to staff and students** - our sponsor, Pansophic Learning, runs schools internationally in the US, Dubai, Switzerland and Africa. This provides opportunities for professional and cultural development for our staff and students.

2. PRINCIPLES OF AURORA'S SCHEME OF DELEGATION

2.1 The **Trustees** are accountable to the Secretary of State under the master and supplemental funding agreements. They also have legal responsibilities as directors. The main functions of the Trustees are to:

- 2.1.1 Set the strategic direction and determine the vision for the Trust
- 2.1.2 Appoint the Chief Executive Officer
- 2.1.3 Appoint the Chair of each Local Academy Board (see below)
- 2.1.4 Carry out regular monitoring and review at each academy via externally commissioned visits/inspections and/or internal monitoring processes.

2.2 The Trustees have delegated oversight of educational standards, finance and audit and risk across the Trust to three separate committees, the **Educational Standards and School Performance Committee (ESSP)**, the **Finance and Resources Committee (FaR)** and the **Audit and Risk Committee (AR)**.

2.3 The Trustees have delegated oversight of the performance of individual schools to committees known as **Local Academy Boards**.

2.4 The Trustees have delegated day to day management of the schools to the Trust's Senior Central Team comprising the **Chief Executive Officer**, the **Director of Finance**, the **Director of Estates**, the **Director of People and Operations** and the **Directors of Education**.

2.5 Approval of policies is delegated as set out in the compliance trackers (appendix)

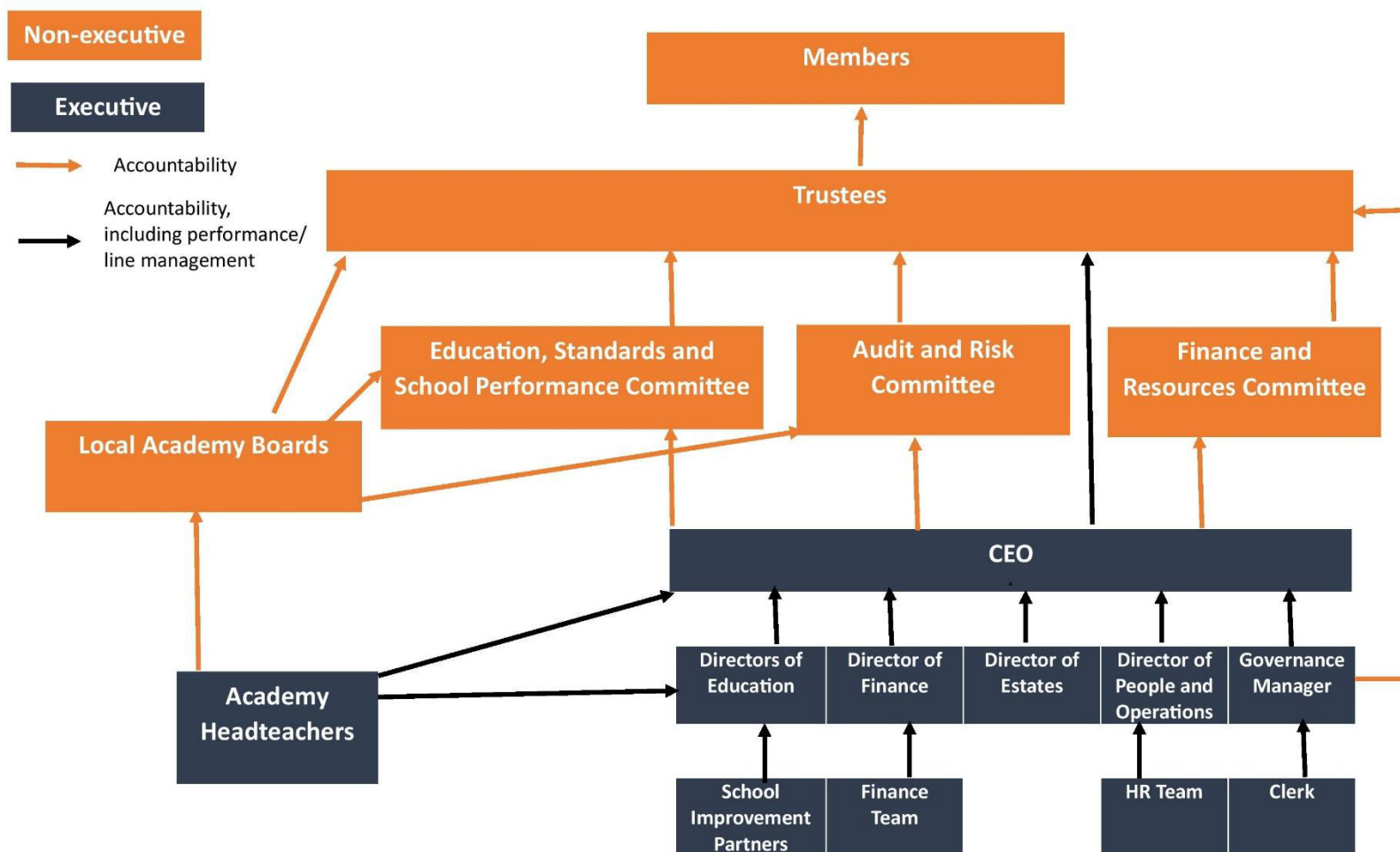
3. CIRCUMSTANCES UNDER WHICH DELEGATED AUTHORITY MAY BE WITHDRAWN

3.1 The Trustees may withdraw or modify the powers and decision-making authority delegated to Local Academy Boards and/or Headteachers within this scheme. Such circumstances might include where:

- 3.1.1 there are concerns about financial matters and management including setting deficit budgets or forecasting deficit budgets;
- 3.1.2 insufficient progress is being made against the educational targets set by the Trust (including where intervention by Ofsted, the Secretary of State or the Regional Director is being considered or carried out);
- 3.1.3 there has been a breakdown in the way the academy is managed or governed; or
- 3.1.4 safeguarding is ineffective and/or the safety of pupils or staff is threatened, including a breakdown of discipline.

4. GOVERNANCE AND ORGANISATIONAL

This chart shows the lines of accountability for governance layers, CEO, centrally appointed staff and senior leaders. All other employees are accountable to Headteacher at the academy in which they work.



5. REVIEW

This scheme of delegation will be reviewed annually and approved by the Trust board.

6. SCHEME OF DELEGATION

	Sponsor	Members	Trust Board	Committee	Central Team	LAB	Headteachers
Governance							
Appoint members in accordance with Articles of Association	✓	✓					
Remove trustees in accordance with Articles of Association and Company Law		✓					
Appoint trustees in accordance with Articles of Association and Company Law	✓	✓					
Articles of Association		Approve	Review				
Appoint external auditors		✓		AR - Recommend			
Determine educational character, vision, ethos and mission of the trust			✓			Uphold	Implement school (ensuring not inconsistent with trust)
Establish Terms of Reference for Committees including LABs			✓				
Appoint LAB chairs for a four-year term			✓		CEO and GM support process		
Remove LAB chairs			✓				
Make arrangements for the election of parent and staff LAB members					Governance Manager		
Appoint parent LAB members where the number of parents standing for election is less than the number of vacancies					GM supports process	✓	
Appoint co-opted LAB members					GM supports process	✓	

	Sponsor	Members	Trust Board	Committee	Central Team	LAB	Headteachers
Resolve to remove LAB members in certain circumstances			✓			✓	
Appoint a board member with specific responsibility for							
• Safeguarding			✓			✓	
• Inclusion			✓			✓	
• Careers						✓ (secondary)	
• Estates			✓				
• Data Protection			✓				
• Pupil Premium						✓	
Human Resources							
Appoint, suspend and/or dismiss the CEO (and Accounting Officer) as appropriate acting through an ad hoc constituted committee			✓				
Conduct the line management of the CEO and make pay recommendation to Remuneration Committee			✓ (Chair)				
Appoint, suspend and/or dismiss members of the senior Central Team (other than the CEO)					CEO		
Conduct the line management of members of the Senior Central Team (other than the CEO) and make pay recommendation to Remuneration Committee					CEO		

	Sponsor	Members	Trust Board	Committee	Central Team	LAB	Headteachers
Authorise Executive Pay (CEO, Director of Finance, Director of People and Operations, Director of Education, Director of Estates) on recommendation of the Remuneration Committee			✓				
Appoint, suspend and/or dismiss the Company Secretary and Governance Manager			✓				
Appoint, suspend and/or dismiss Clerks to LABs					CEO and Director of People and Operations		
Conduct the line management of the Governance Manager					CEO		
Authorise pay of Governance Manager					CEO		
Appoint, suspend and/or dismiss headteacher					CEO and Director of Education		
Conduct the line management of headteachers					Director of Education		
Authorise pay of headteachers					CEO and Director of Finance		
Appoint, suspend and/or dismiss school staff (other than headteachers)							✓
Conduct the line management of school senior leaders							✓
Authorise pay of school senior leaders							✓
Authorise pay of teachers							✓

	Sponsor	Members	Trust Board	Committee	Central Team	LAB	Headteachers
Review staffing structure as part of annual budget review				FaR			
Recruitment of staff beyond the agreed staff structure of a school					Director of Education and Director of Finance		
Approve special payments (ie staff severance payments etc -in line with the Academies Trust Handbook) up to £50,000					Recommend Director of People and Operations – Approve CEO		
Approve special payments (ie staff severance payments etc -in line with the Academies Trust Handbook) over £50,000			Approve		Recommend CEO		
Financial Management							
Produce the Trust Finance Handbook to further expand on processes relating to delegated financial powers			Approve	FaR - Review	Director of Finance		
Prepare the draft school budgets based on the agreed objectives of the Trust as set out in the strategic plan and the school improvement plans.			Approve	FaR - Review	Prepare		
Prepare a timetable with key dates for annual budget management to adhere to DfE deadlines				FaR - Approve	Prepare		
Complete an annual benchmarking exercise, to ensure that the Trust budget achieves value for money.				FaR - Review	Prepare		
Monthly management accounts for			✓ (Chair –	FaR - Review	Prepare		

	Sponsor	Members	Trust Board	Committee	Central Team	LAB	Headteachers
the Trust and academies showing income and expenditure against budget (included year end forecast projections)			receive)				
Annual financial statements		Receive	Approve	FaR - Review	Prepare – Director of Finance		
The preparation of other returns required by Companies House			Approve		Company Secretary		
Approve the annual Budget Forecast Return.			Approve	FaR - Review	Prepare – Director of Finance Approve - CEO		
Produce a formal response to the annual financial statements management report and internal scrutiny reports, together with an action plan showing how the recommendations will be implemented.				AR - Review	Prepare – Director of Finance		
Monitor the regulations on VAT, ensuring compliance by the Trust, and complete and submit reimbursement claim.					Director of Finance		
Maintain an authorised signatory list for orders (subject to the limitations agreed in the procurement policy).					Approve – Director of Finance		

	Sponsor	Members	Trust Board	Committee	Central Team	LAB	Headteachers
Maintain a register of all contracts and operating leases held by the Trust (other types of leases or borrowing is prohibited) to ensure the Trust achieves best value and performance				FaR - Review	Prepare – Finance Director (with SBMs)		
Ensure the physical security of the Trust's assets and maintain and periodically inspect an up-to-date inventory through random sample checks.					Director of Estates		
Initiate adequate insurance cover for the Trust and maintain a register of policies taken out.				FaR – receive report	Director of Finance		
Health and Safety, and Estates							
Take a decision to close a school on the grounds of health and safety. This also includes the decision whether to reopen a school after a period of closure.							Headteacher (consulting with the CEO and the Director of Estates)
Appoint a Competent Person to advise on health and safety matters							✓
Estates Vision and Estates Strategy				FaR – approve and review	Director of Estates - Prepare		
Asset Management Plan				FaR – contribute	Director of Estates - Prepare		
Estate Management Annual Return				FaR – review prior to submission	Director of Estates - Prepare		
Risk							
Review and maintain the Risk Register			✓	AR, ESSP, FaR	Senior Central Team to review regularly and		

	Sponsor	Members	Trust Board	Committee	Central Team	LAB	Headteachers
					make recommendations to trustees		
Oversee and approve, and ensuring risks are addressed through, the trust's programme of internal scrutiny				AR			
Safeguarding							
Ensure appropriate safeguarding related policies and procedures are in place and review such procedures at least annually			✓		Prepare and ensure such policies are followed by the school (School	Ensure such policies are followed by the school	
Appoint a Designated Safeguarding Lead							✓
Maintain a single central record					Governance Manager (trustees) HR Manager (central team)		✓ (school staff, volunteers and contractors)
Ensuring provision for looked after children and previously looked after children in school							✓
Monitor attendance, behaviour, pupil movement and allergy (near misses) data				ESSP		✓	
Education and Standards							
Approve School Improvement Plans					Approve – Director of Education	Agree and monitor	Prepare and implement

	Sponsor	Members	Trust Board	Committee	Central Team	LAB	Headteachers
QA Process				ESSP - Consider executive report Summary of	Conduct – Director of Education	Contribute – chair Consider report - LAB	
Consider external review reports				ESSP		✓	
Ensure compliance with SEND Code of Practice				ESSP		Monitor	✓
Scrutinise the Inclusion Strategy				ESSP (trust)		✓(school)	
Monitor educational standards				ESSP		✓	
Determine use and monitor impact of Pupil Premium						✓	✓
Determine use and monitor impact of Sports Premium funding						✓	✓
Approve Sports Premium Impact Statement						✓	
Consider exclusions (through ad-hoc constituted panel)						✓	
Admissions							
Determine school admission arrangements			✓				
Represent the admissions authority at admission appeal hearings							✓
Admit children under the Fair Access Protocol							✓
Exercise responsibilities for Admissions Decisions and Compliance (through an ad hoc constituted Admissions Committee)			✓				
School Day / Term times							

	Sponsor	Members	Trust Board	Committee	Central Team	LAB	Headteachers
Set times of school day					CEO		
Set term dates					CEO		
Data Protection							
Appoint a Data Protection Officer					CEO		
Ensure Data Protection compliance				AR			
Stakeholders							
Systematically engage with stakeholders and feed their views back to the trust board						✓	
To hear complaints at panel stage			✓			✓	

Name of Policy/Document/Requirement	Approval
Anti-Bribery and Corruption Policy	Audit and Risk Committee
Anti-Fraud Policy and Fraud Response Plan	Audit and Risk Committee
Asset management plan	SCT
Allergy Safety Policy for schools	Trustees
Attendance Policy for schools	Trustees
Audited accounts	Trustees
Business Continuity Plan (BCP) Emergency Plan for schools	Finance and Resources Committee
Business Continuity Plan (BCP) Policy	Finance and Resources Committee
Capability Policy and Procedure	Finance and Resources Committee
CCTV Policy	Finance and Resources Committee
Charging and Remissions Policy	Finance and Resources Committee
Child protection and safeguarding policy and procedures (Trust)	Trustees
Code of Conduct for Trustees and LAB members	Trustees
Complaints Policy	Trustees
Cyber Security Response Plan	Trustees
Data Destruction Policy	Trustees
Data Protection including protection of biometric information of children	Trustees
Data Protection Policy (EH version)	Audit and Risk Committee
Data Rights Complaints Process	Trustees
Disciplinary Policy and Rules	Finance and Resources Committee
Early Career Teacher Policy (induction)	ESSP Committee
Estate Strategy	Finance and Resources Committee
Estate Vision	Finance and Resources Committee
Executive Pay Policy	Trustees
Expenses (trustees and LAB members)	Finance and Resources Committee
Finance Handbook (to include levels of delegation)	Trustees
First Aid Policy	Finance and Resources Committee
Freedom of Information Policy	Trustees
Freedom of Information publication scheme	Trustees
Gender pay gap report	Finance and Resources Committee
Governance arrangements (publish on website)	Trustees
Grievance Policy and Procedure	Finance and Resources Committee
Health and Safety Policy	Finance and Resources Committee
Information and Communication Acceptable Use Policy	Audit and Risk Committee
Information Security	Trustees
Internal finance scrutiny programme	Audit and Risk Committee
Investment Policy	Finance and Resources Committee
LAB recruitment and induction policy	Trustees
LAB terms of reference	Trustees
LAB visits policy	ESSP Committee
Offsite Activities and Educational Visits	Finance and Resources Committee
Parent Code of Conduct	Trustees
Prevent Policy for schools	Trustees
Privacy notices	Trustees
Procurement and Competitive Tendering Policy	Trustees
Register of business interests of trustees, LAB members and senior staff	Audit and Risk Committee
Reserves Policy	Finance and Resources Committee
Risk Management Policy	Trustees (recommended by ARC)
Risk Register	Audit and Risk Committee
Safer Sleep Policy (nurseries)	Director of Education
Scheme of Delegation	Trustees
Staff Code of Conduct	Finance and Resources Committee
Staff Induction checklist	Finance and Resources Committee
Statement of procedures for dealing with allegations of abuse against staff (included in Child Protection Policy)	
Support Staff and Central Team Pay Policy	Finance and Resources Committee
Supporting Children with Medical Conditions Policy for schools	Finance and Resources Committee
Teacher Pay Policy	Finance and Resources Committee
Wellbeing Policy (RSE and PSHE) for schools	Trustees
Whistleblowing Policy	Trustees