



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 and finance across the Trust to two separate committees, the **Educational Standards and School Performance Committee** and the **Finance, Audit Risk and Human Resources Committee**.

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** and **Directors of School Improvement**.

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

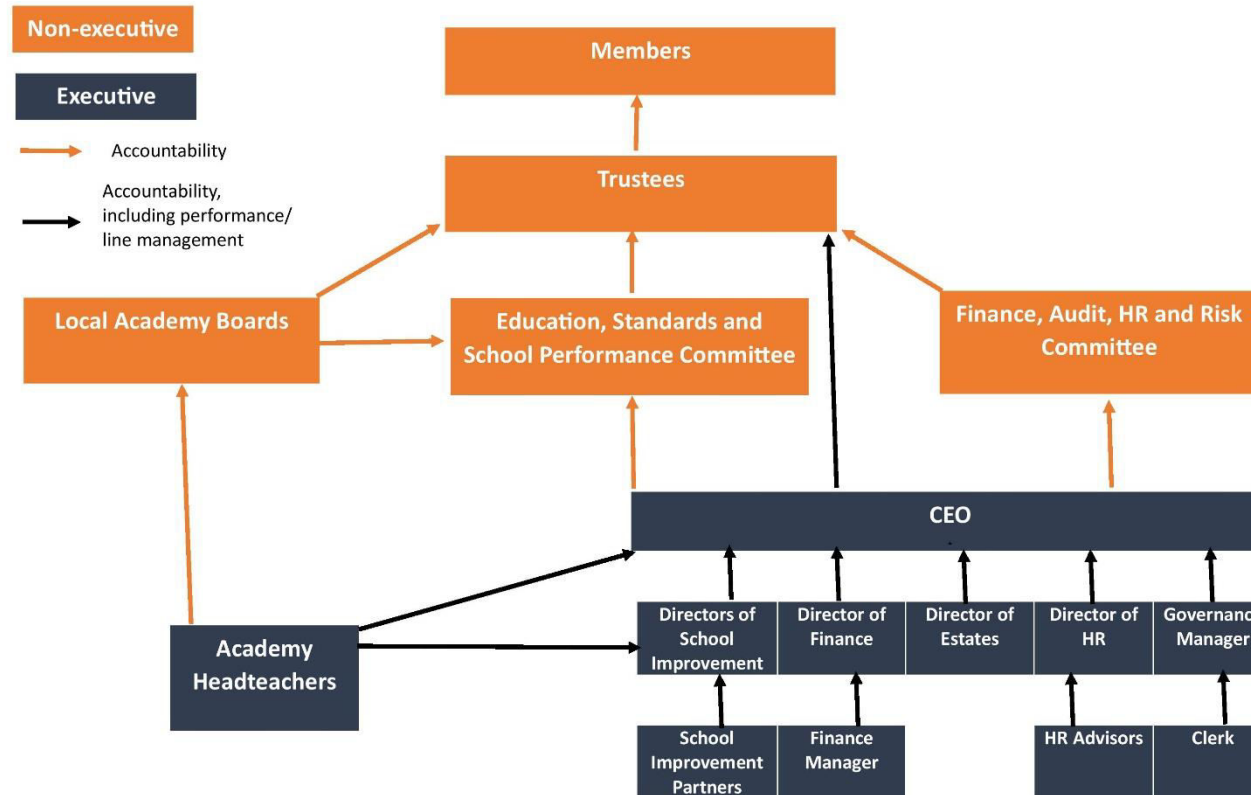
3. CIRCUMSTANCES UNDER WHICH DELEGATED AUTHORITY MAY BE WITHDRAWN

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 CHART

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. ROLES AND RESPONSIBILITY MATRIX

Members	Trustees	Finance, Audit, HR and Risk Committee (FAHR)	Educational Standards and School Performance Committee (ESSPC)	Chief Executive Officer	Local Academy Board (LAB)	Headteacher
<p>To appoint members in accordance with the Articles of Association</p> <p>To remove trustees in accordance with the Articles of Association and company law</p> <p>To amend the Articles of Association</p> <p>To receive (but not approve) the annual report and accounts</p> <p>To appoint external auditors</p>	<p>To determine the educational character, vision, values, mission and ethos of the Trust</p> <p>To set and review the strategic objectives of the Trust</p> <p>To establish and set the terms of reference of committees including local academy boards</p> <p>To appoint the accounting officer</p> <p>To approve Trust governance policies (as set out in the trust compliance tracker)</p> <p>To set executive pay</p>	<p>To ensure the Trust has strategic plans in place to deliver effective learning and teaching within the budget.</p> <p>To oversee and approve the Trust's programme of internal scrutiny</p> <p>To approve certain Trust policies (as set out in the trust compliance tracker)</p> <p>To ensure risks are addressed appropriately through internal scrutiny.</p> <p>To review the staffing structure and asset management plans, as part of the annual budget review.</p> <p>To report to the board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risk</p> <p>To receive HR reports on staffing changes and any staffing issues, including sickness absence trends and corrective actions being taken</p> <p>To review Trust buildings and other assets including ICT provision to</p>	<p>To scrutinise internal and external data to monitor the academic performance of each Aurora school</p> <p>To hold executive leaders to account for the educational standards across the trust</p> <p>To ensure self-evaluation in Aurora schools is robust</p> <p>To receive and consider reports from external advisors regarding Aurora schools</p> <p>To report to the board of trustees regarding academic standards in Aurora schools</p> <p>To set educational goals of the schools in the trust</p> <p>To monitor attendance, behaviour, suspension and exclusion data</p> <p>To receive and scrutinise reports from the SEND professional network</p> <p>To learn about communities through trustee visits</p> <p>To consider feedback from LAB chairs</p> <p>To approve certain Trust</p>	<p>To attend meetings of the Trustees and to provide a CEO's report for each meeting</p> <p>To oversee the standard of teaching in all of the Trust's schools and its impact on performance</p> <p>To secure professional advice on behalf of the Trustees as may be requested</p> <p>To support the Trustees and the academies in the preparation of Trust-wide and academy specific policy requirements</p> <p>To appoint Central Team members and Headteachers</p>	<p>To uphold the Trust's vision and values</p> <p>To monitor the educational performance of the school and thereby hold senior leaders to account</p> <p>To appoint (and remove) from its number, members with specific responsibilities e.g., for safeguarding, SEND pupils, pupil premium.</p> <p>To ensure that additional funds, including Pupil Premium and Sports Grants, are used for the purposes intended and that they have impact on educational outcomes</p> <p>To consider complaints referred to the LAB in accordance with the school's complaints policy.</p> <p>To act as the school's governing body for the purposes of the statutory guidance on school exclusions, through an ad hoc constituted panel of three LAB members, either local or from other LABs</p> <p>Approve policies and statutory documents delegated to the LAB as set out in the school compliance tracker</p> <p>To fulfil responsibilities of the governing board in relation to careers education as outlined in</p>	<p>To implement the educational character, mission or ethos of his/her school (to the extent that it is not inconsistent with that of the Trust)</p> <p>To attend meetings of the LAB and to provide reports as set out in agenda templates</p> <p>Approve all statutory policies delegated to the Headteacher as set out in the school compliance tracker.</p> <p>Wraparound Care</p>

		ensure that the learning environment is safe, warm, dry and the best that is reasonably practical within the constraints of funding available	policies as set out in the trust compliance tracker		<p>statutory guidance (where appropriate ie secondary)</p> <p>To monitor termly behaviour and attendance data</p> <p>To ensure that self-evaluation processes are robust and accurate</p> <p>To monitor the implementation of key policies at local level</p> <p>To systematically engage with stakeholders and feed their views back to the trust board</p>	
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7. Scheme of delegation

Area of Responsibility	Trust Board	FAHR committee	ESSP committee	Central Team	LAB	Headteachers
Human Resources						
Appoint, suspend and/or dismiss the CEO as appropriate acting through an ad hoc constituted committee	✓					
Conduct the line management of the CEO	✓ (Chair)					
Authorise pay of CEO and other executive leaders following a recommendation from the Remuneration Committee	✓					
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		
Appoint, suspend and/or dismiss the Company Secretary, Governance Manager and Clerks to LABs	✓					
Conduct the performance management review of the Governance Manager				CEO		
Authorise pay of Governance Manager				CEO		
Appoint, suspend and/or dismiss headteacher				CEO and Director of School Improvement		
Conduct the line management of headteachers and school improvement partners				Directors of School Improvement		

Area of Responsibility	Trust Board	FAHR committee	ESSP committee	Central Team	LAB	Headteachers
Human Resources						
Authorise pay of headteachers				CEO and FD		
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						✓
Recruitment of staff beyond the agreed staff structure of a school				DoSI and FD		
Approve staff severance payments (in line with the Academies Trust Handbook)				CEO		
Financial Management						
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	Review		Prepare – FD with external auditors		
Prepare a timetable with key dates for annual budget management to adhere to DfE deadlines		Approve		Prepare – FD with external auditors		
Complete annual benchmarking exercise, to ensure that the Trust budget achieves value for money.		Review		Prepare – FD with external auditors		
Agree Trust reserves policy to ensure best use of Trust funds and approve request to use reserves.		Approve		Prepare – FD with external auditors		
Prepare monthly management accounts for the Trust and academies showing income and expenditure against budget (included year end forecast projections)		Review		Prepare – FD with external auditors		

Area of Responsibility	Trust Board	FAHR committee	ESSP committee	Central Team	LAB	Headteachers
Financial Reporting to the Department for Education						
The preparation and approval of the annual financial statements	Approve	Review		Prepare – Finance Director		
The preparation of other returns required by Companies House	Approve			Company Secretary		
Approve any financial returns required by the DfE including the annual Budget Forecast Return.		Review		Prepare – Finance Director 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.		Approve		Prepare – Finance Director		
Banking Arrangements						
Approve changes to banking arrangements and the authorisation of BACS payments (two signatories always required).				✓		
Approve an investments policy and use of deposit accounts to balance risk and return		Approve		Prepare – Finance Director		
Use of Trust corporate cards for purchasing goods up to the card limit of up to agreed limit per month				Approve – Finance Director		Approve
VAT						
Monitor the regulations on VAT, ensuring compliance by the Trust.				Review (with auditor) – Finance Director		
Complete and submit the reimbursement claim for VAT				Approve – Finance Director		

Area of Responsibility	Trust Board	FAHR committee	ESSP committee	Central Team	LAB	Headteachers
Purchasing – provision of goods and services						
Approve and implement the Trust procurement policy		Approve		Prepare and implement – Finance Director		
Maintain an authorised signatory list for orders (subject to the limitations agreed in the procurement policy).				Approve – Finance Director		
Authorise orders following receipt of three written quotes (See procurement policy). 2nd approval required from either CEO or Director of Finance for unbudgeted orders or spend >£10,000.				2 nd approval for orders over >£10,000 or when spend is not budgeted		Approve up to £10,000 (within budget)
Sign supplier contracts following a procurement process	>£250,000	£50,000 - £250,000		Approval for contracts £10,000 - £49,999		<£10,000
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		Review		Prepare – Finance Director (with SBMs)		
Income						
Approve the charging and remissions policy.		Approve		Prepare – Finance Director		
Write off bad debts. (Must obtain prior approval from ESFA for any bad debts >£45k)	£10,000 - £45,000	£1,000- £10,000		CEO and Finance Director £500- £1,000		Up to £500
Assets						
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		
Authorise items for disposal above a value of £5,000		✓				
Authorise items for disposal below a value of £5,000						✓

Area of Responsibility	Trust Board	FAHR committee	ESSP committee	Central Team	LAB	Headteachers
Insurance						
Initiate adequate insurance cover for the Trust and maintain a register of policies taken out.				Finance Director		
Undertake an assessment of risk management for insurance purposes at the Trust.		✓		Finance Director		
Health and Safety						
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						✓
Review and maintain an Estates Strategy, Asset Management planning arrangements and Estates Handbook		✓		Director of Estates - Prepare		
Risk						
Review and maintain the Risk Register	✓	✓	✓	Senior Central Team to review regularly and make recommendations to FAHR and ESSP Committee		

Area of Responsibility	Trust Board	FAHR committee	ESSPC committee	Central Team	LAB	Headteachers
Safeguarding						
Appoint a designated Safeguarding Trustee	✓					
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 improvement partner)	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						✓
Education and Standards						
Approve School Improvement Plans				Approve – Director of School Improvement	Agree and monitor	Prepare and implement
Approve the Education Handbook			Approve	Prepare		
QA Process			Consider executive Summary of report	Conduct – Director of School Improvement	Contribute – chair Consider report - LAB	
Ensure compliance with SEND Code of Practice			✓		Monitor	✓

Area of Responsibility	Trust Board	FAHR	ESSP	Central Team	LAB	Headteachers
Admissions						
Approve school admission arrangements	✓					
Represent the admissions authority at admission appeal hearings						✓
Admit children under the Fair Access Protocol						✓
Responsibilities for Admissions Compliance (through an ad hoc constituted Admissions Committee)	✓					
Governance						
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	✓	
Resolve to remove LAB members in certain circumstances	✓				✓	
School Day / Term times						
Set times of school day				CEO		
Set term dates				CEO		
Equalities						
Publish equality information under Equality Act 2010					✓	
Publish one or more equality objectives					✓	
Publish information on the gender pay gap of employees	✓					

Area of Responsibility	Trust Board	FAHR	ESSP	Central Team	LAB	Headteachers
Data Protection						
Appoint a board member with responsibility for Data Protection	✓					
Ensure Data Protection compliance	✓					

Name of Policy/Document/Requirement	Approval
Accessibility plan	Headteacher
Anti-bullying (can be included in behaviour policy)	Headteacher
Anti-Fraud Policy and Fraud Response Plan	FAHR Committee
Attendance Policy for schools	Trustees
Audited accounts	Trustees
Behaviour	Headteacher
Business Continuity Plan (BCP) Emergency Plan for schools	FAHR Committee
Business Continuity Plan (BCP) Policy	FAHR Committee
Careers guidance including provider access statement	LAB
CCTV Policy	FAHR Committee
Charging and Remissions Policy	FAHR Committee
Child protection and safeguarding policy and procedures	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 Rights Complaints Process	Trustees
Early Career Teacher Policy (induction)	ESSP Committee
Employment Manual	FAHR Committee
Equality information and objectives (public sector equality duty) statement for publication	LAB
Examination Contingency Plan (secondary only)	Headteacher
Executive Pay Policy	Trustees
Expenses (trustees and LAB members)	FAHR Committee
First Aid (including administering medicines)	FAHR Committee
Freedom of Information Policy	Trustees
Freedom of Information publication scheme	Trustees
Gender pay gap report	FAHR Committee
Governance arrangements (publish on website)	Trustees
Health and Safety	FAHR Committee
Information Security	Trustees
Internal finance scrutiny programme	FAHR Committee
Investment Policy	FAHR Committee
LAB recruitment and induction policy	Trustees
LAB terms of reference	Trustees
LAB visits policy	ESSP Committee

Lettings	Headteacher
Minutes of Trust Board and Committee meetings	Board or committee
Non-examination assessment (secondary only)	Headteacher
Off site activities and educational visits	FAHR Committee
Online Safety for pupils	Headteacher
Parent Code of Conduct	Trustees
Premises Management documents	Director of Estates
Privacy notices (governance community, visitors and volunteers)	Trustees
Privacy notices (pupils, parents and families)	Trustees
Privacy notices (staff)	Trustees
Procurement and Competitive Tendering Policy	Trustees
Pupil premium strategy statement	LABs
Register of business interests of trustees, LAB members and senior staff	FAHR Committee
Register of pupils' admission to school and attendance	Headteacher
Relationships and Sex Education (Secondary)	Headteacher
Relationships Education (Primary)	Headteacher
Reserves Policy	FAHR Committee
Risk assessments	Headteacher
Risk Register	FAHR Committee
Scheme of Delegation	Trustees
School Improvement Plan	Director of School Improvement to be agreed by LABs
Single central record of recruitment and vetting checks (school staff and volunteers)	Headteacher
Special educational needs and disability policy	LAB
Special educational needs Information Report	LAB
Statement of procedures for dealing with allegations of abuse against staff (included in CP Policy)	Trustees
Supporting Children with Medical Conditions Policy	FAHR Committee
Uniform Policy	LABs
Whistleblowing Policy	Trustees