

# Veritas Multi Academy Trust

## Scheme of Delegation

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Date Ratified	Ratified annually. Ratification due 17.10.23
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### Introduction

A multi academy trust's (MAT) board of trustees is accountable in law for all major decisions about their academies. However, this does not mean that the Trust Board will make every decision within the Trust. They will delegate some governance and decision-making responsibilities to the Chief Executive (CEO), Headteachers, Trust Committee Groups and Local Academy Committees (LACs).

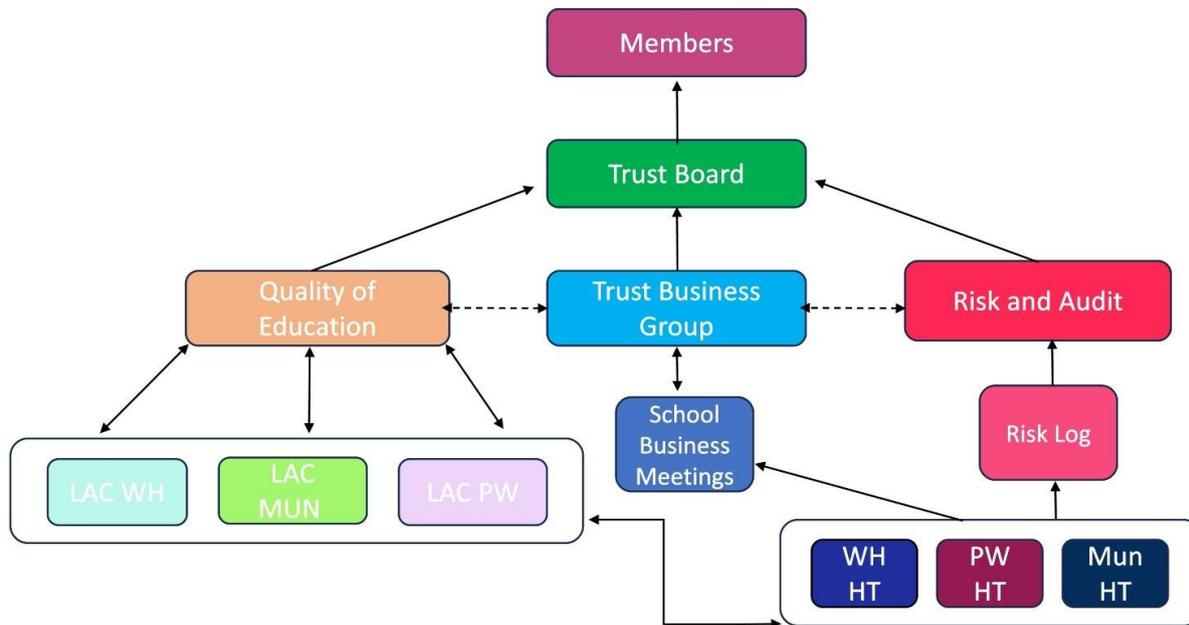
### Purpose of the Scheme of Delegation

This key document is intended to:

- Define the lines of responsibility and accountability in Veritas Multi Academy Trust.
- Be a simple yet systematic way of ensuring that the Members, Trustees, Local Academy Committee governing bodies and Headteachers are all clear about their roles and responsibilities.
- Ensure the executive leadership is clear about which decisions the MAT Trust Board retains and the extent of executive powers.
- Promote a culture of honesty, transparency, and accountability.
- Identify where the Trust Board retains responsibility for determining policy, risk management, oversight of budgets, financial management and educational performance.

The Scheme of Delegation will be reviewed annually, but should the need arise, it may be adapted in response to any significant changes or growth in the Trust.

## Veritas Multi Academy Trust Governance Structure and Model of Delegation



The Scheme of Delegation allows for two-way dialogue between committees and key stakeholders, as well as dotted lines between the three Trust Board Committees in sharing information and knowledge which may benefit or be relevant to the other sub-committee group.

The School Business Meetings and Risk Log are not Trust Committees, however, are included to demonstrate lines of communication across the Trust.

## Veritas MAT Roles and Responsibilities

### The role of the Members

- The members of the Trust are guardians of the governance of the trust and must ensure the Trust carries out its charitable objectives.
- There must be at least three Members of the Trust. Members are not permitted to be employees of the Trust. The DfE recommend Trusts should have five or more.
- The Members are responsible for the Trust's Articles of Association, (the legal document which outlines how the trust will operate).
- Members should receive information about the Trust's performance and receive the annual report and accounts.
- Members are responsible for overseeing that Trustees are fulfilling their responsibilities and are able to remove Trustees that are failing to carry out the Trust's charitable objectives.
- The Trust Board reports annually on the performance of the Trust to the Members.

### The role of the Trustees

- The Trustees are responsible for the delivery of the vision and the strategic development of the Trust and in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement, are legally accountable for all statutory functions and for the performance of all schools within the Trust.

- Ensures an inclusive culture in all its schools that is motivating and ambitious for all, including disadvantaged children and children with Special Educational Needs and Disabilities (SEND) and English as an Additional Language (EAL), so that children can achieve their full potential.
- Trustees must approve a written Scheme of Delegation of financial powers that maintains robust internal control arrangements, including if they choose to delegate to Trust Board Committees or LACs.
- Trustees approve committee Terms of Reference.
- Trustees appoint and remove Trustees. Trustees also appoint and remove Chairs and LAC members.
- Trustees appoint the CEO, to whom it delegates responsibility for delivery of the Trust's vision and strategy.
- Trustees are required to meet 4 times a year, with the final meeting of the year also coinciding with a Strategy Day.
- Trustees approve recommendations from Trust Board Committees and Trust Policies.

## Trust Board Committees

Trustees delegate some of the governance functions and decision making to relevant committees outlined below, which include the Quality of Education Committee, Trust Business Committee, Risk and Audit Committee and the Local Academy Committees (LACs).

- Operating within the mission and values of the Trust.
- The Quality of Education, Trust Business and Risk and Audit Committees must have at least 3 Trustees in Membership and Trustees must be in the majority for voting purposes.
- The Quality of Education, Trust Business and Risk and Audit Committee members and Chairs are appointed according to their skills.
- Trust Committees will meet 4 times a year.
- Full roles and responsibilities for each committee is established within their own Terms of Reference, as summarised below. The Terms of Reference for each Committee will be agreed at the first meeting of each new academic year.

## Quality of Education Committee

The committee's specific function is to support the Trust Board, CEO and relevant members of the executive team in their responsibilities for the educational performance of the trust and its pupils in the context of the Trust's strategy.

The Quality of Education Committee is responsible for:

- Scrutinising and monitoring of the quality of education, including curriculum and enrichment, to ensure an inclusive culture in all its Schools so that all pupils can achieve their full potential.
- Monitoring pupil outcomes and standards and quality of teaching and learning throughout the Trust.
- Reviewing attendance data and behaviour across all Schools.
- Reviewing the opportunities available to build cultural capital, improving pupils' health and wellbeing across the Trust.

- The Quality of Education Committee delegates specific responsibilities for monitoring and reporting educational standards to LACs. The Quality of Education Committee will ensure that this delegated responsibility is being purposefully carried out through a monitoring process.

## Trust Business Committee

This Committee is delegated functions relating to the financial management, people strategy and human resources and infrastructure. The Trust Business Committee is responsible for:

- Detailed scrutiny of financial management including budgets and monthly reports and providing summary and recommendation for approval to the Trust Board, including raising any financial anomalies.
- Scrutiny of the Trust and School budgets and presenting these to the Trust Board for approval.
- Review of the annual financial audited accounts and make a recommendation to the Trust Board.
- Review and scrutinise the Trust's People Strategy and make recommendations to the Trust Board for actions to align with the Trust vision.
- Receive reports from the Trust Business Manager on infrastructure, including progress reports on project implementation.
- Monitor the implementation of the Trust's pay policy including facilitating a pay panel to agree senior leadership remuneration.
- Make recommendations for approval of Trust's policies pertaining to finance, people and infrastructure.
- Instigate processes to support due diligence for academies joining the MAT.

## Risk and Audit Committee

This Committee is authorised to investigate any activity within its terms of reference pertaining to risk or specifically delegated to it by the Trust Board or one of its committees.

The Risk and Audit Committee is responsible for:

- The internal scrutiny of the Trust's systems and methods of control, aligned to the three-year schedule, agreed by the Trust Board, ensuring the Trust is complying with the overall requirements for internal scrutiny as specified in the Academy Trust Handbook.
- Monitoring the Trust's internal control, risk management and assurance processes.
- Monitoring the Trust's risk register and making recommendations to the Trust Board.
- Providing reports and recommendations to the Trust Board of the effectiveness and adequacy of the Trust's internal systems of control, governance and risk management processes.
- Embedding a culture across the Trust where every individual feels they have a part to play in the risk management of the Trust.
- Maintaining a timeline of statutory duties to comply with health and safety legislation.

## Role of the Local Academy Committees (LACs)

The Trust Board delegates the four local tier functions of Governance to the LACs, including SEND, Safeguarding, Stakeholder Engagement and Standards (Educational and other).

LAC members are tasked with scrutinising and providing assurance to Trustees that the school they are responsible for

- Upholding the mission and values of the Trust and supporting the delivery of the Trust and School Improvement Plan priorities.
- Receiving and scrutinising the Headteacher's reports to monitor and challenge outcomes and school improvement for the local tier functions.
- Agreeing targets and actions to ensure high-quality and inclusive education that is motivating and ambitious for all including disadvantaged children and children with Special Educational Needs and Disabilities (SEND) and English as an Additional Language (EAL), so that children can achieve their full potential fulfilling the delegated responsibilities from the Quality of Education Committee.
- Ensure robust and rigorous safeguarding procedures are in place.
- To agree, review and monitor Pupil Premium and Sports Premium funding and spend.
- Creating a positive culture and climate for all stakeholders and engaging with stakeholders (staff, parents and families) regularly and acting as an ambassador for the Trust.
- Ensuring a culture of wellbeing for pupils and staff and governors.
- Approving school level policy documents.

## Role of the Chief Executive (CEO)

- The Trust Board delegates the day-to-day management of the Trust to the CEO, line managing them in line with the Trust's appraisal and performance management policies.
- The Trust Board delegates responsibility for the delivery of the Trust's vision and strategy to the CEO and will hold the CEO to account for the conduct and performance of the Trust, including the Schools within the Trust and for its financial management.
- The CEO is also the Accounting Officer (AO) and has a personal responsibility to parliament for the regularity, propriety and value for money of the Trust and assuring the Board about compliance with the funding agreement and Academy Trust Handbook.
- The CEO is responsible for the leadership and management of the executive team and line manages Headteachers at each of the Schools within the Trust.

## Role of Headteachers

- Lead, uphold and ensure the Trust's mission and values is apparent in everything we do.
- Work with the CEO and Local Academy Committee in developing the vision for the school to ensure alignment with the Veritas MAT mission, values and vision
- Work with the Trust Business Manager and Finance and HR Business Lead to ensure financial and budgetary processes are in place
- Work with the Governance Professional to ensure high quality and effective governance is in place
- Undertake and produce an annual self-evaluation to inform the annual School Improve Plan
- Produce Head Teacher reports for the Local Academy Committees
- Headteachers will be active participants in School Business Meetings and contribute to the Risk Log and Risk Management for their School.

## Scheme of Delegation Matrix

Key	
<b>A</b>	<b>Accountable</b> – Answerable for the task being delivered. Delegates the task to those responsible.
<b>C</b>	<b>Consulted</b> – Needs to be involved before the decision is made. Communication is two-way, these are important stakeholders or have relevant specialist knowledge.
<b>R</b>	<b>Responsible</b> – Responsible for the delivery. Does the work to achieve the task and can be shared between groups / individuals.
<b>Highlighted</b>	<b>Statutory expectation</b> or necessary to comply with the Articles of Association, Academy Trust Handbook or funding agreement

		Members	Trust Board	CEO	Quality of Education	Trust Business	Risk & Audit	LAC's	HT's
<b>1. Board business</b>									
1.1	Appoint/remove members	A							
1.2	Appoint/remove trustees	A	A						
1.3	Elect chair of trustees		A/R						
1.4	Appoint and remove board committee chairs and vice-chairs		A/R						
1.5	Establish and review trust governance structure		A/R	C					
1.6	Agree named safeguarding trustee		A/R	C					
1.7	Agree named SEND trustee lead		A/R	C					
1.8	Appoint/remove local academy committee chairs		A/R		C			C	
1.9	Appoint/remove local academy committee members		A/R		C			C	
1.10	Appoint trust governance professional		A	R					
1.11	Agree academy committee clerking arrangements		A	R					
1.12	Articles of association: review	A	A	C					
1.13	Articles of association: ratify	A							
1.14	Agree committee terms of reference annually		A		R	R	R	R	

1.15	Complete Annual Skills Audit		A/R					A/R	
1.16	Keep Declarations of Interest updated		A/R					A/R	
1.17	Complete annual review of scheme of delegation		A/R	C					
1.18	Complete annual trust board self-review		A/R	C					
1.19	Complete review of local governance	C	A/R	C	C			C	C
1.20	Publish governance arrangements on trust and schools' websites		A/R						
1.21	Ensure trust website is compliant and effective		A/R	C					
1.22	Ensure school websites are compliant and effective		A/R						R
1.23	Submit annual report on the performance of the trust to members and publish		A/R	C					
1.24	Commission external review of board effectiveness every three years	C	A/R	C					
1.25	Chairs to approve meeting agendas and minutes		A		R	R	R	R	
1.26	Annually report work of academy committee: Chairs to submit to trust and publish		A	C	R	R	R	R	
1.27	Trustee Monitoring	C	A/R	C					
1.28	Committee and LAC Monitoring		A/R		R	R	R	R	
1.29	Adhere to the seven principles of public life	A/R							

		Members	Trust Board	CEO	Quality of Education	Trust Business	Risk & Audit	LAC's	HT's
<b>2. Being Strategic</b>									
2.1	Determine Trust's mission and values, strategy and key priorities	A	A	R/C					
2.2	Apply Trust vision and strategy to individual schools		A	R				A	R

2.3	Ratification of the Trust Improvement Plan per academic year and monitoring of progress	C	A/R	R					
2.4	Determine Trust-wide policies which reflect the Trust's mission and values		A/R	C	R	R	R		
2.5	Determine school level policies		A	C				A/R	A/R
2.6	Establish risk register and conduct regular review		A	A			A/R	C/A/R	C/A/R
2.7	Ensure engagement with stakeholders		A	R				A/R	R
2.8	Admission of new Schools to the Trust		A/R	R					
2.9	Ensuring compliance, auditing, and reporting arrangements (Safeguarding, Health and Safety, Employment)		A/R			R	R		
2.10	Determine annual internal scrutiny focus		A				R		
2.11	Appointment of internal scrutiny auditors		A				R		

		Members	Trust Board	CEO	Quality of Education	Trust Business	Risk & Audit	LAC's	HT's
<b>3. Finance</b>									
3.1	Appoint and remove external financial auditors	A	C			R			
3.2	Appoint and performance manage chief financial officer		A	R		C			
3.3	Produce trust's scheme of financial delegation		A			R			
3.4	Receive external financial auditors report	A	A/R			R			
3.5	Action recommendations made by external auditors		A	R		R	R	R	R
3.6	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice		A/R			R			
3.7	Submit ESFA required reports and returns		A/R			R			

3.8	Agree budget plan to support delivery of trust strategic priorities		A/R	C		R			
3.9	Agree budget plan to support delivery of school strategic priorities		A/R	C		R			C/A
3.10	Monitor trust budget		A	C		R			
3.11	Monitor School budgets		A	C		R			A/R
3.12	Carry out benchmarking and trust-wide value for money evaluation		A			A/R			
3.13	Agree reporting and monitoring arrangements for trust and school budgets		A	C		R			C

		Members	Trust Board	CEO	Quality of Education	Trust Business	Risk & Audit	LAC's	HT's
<b>4. People Strategy &amp; Human Resources</b>									
4.1	Appoint and dismiss CEO/accounting Officer		A/R						
4.2	Performance manage CEO		A/R						
4.3	Agree CEO pay and reward		A/R						
4.4	Conduct executive team performance management		C	A/R					
4.5	Conduct headteacher performance management			A/R					C
4.6	Agree headteacher and leadership pay and reward			A/R					C
4.7	Review and agree staff appraisal procedure and pay progression		A	A/R		C			C
4.8	Determine executive team staffing structure		A	A/R		C			
4.9	Determine school staffing structure			A					A/R
4.10	Headteacher appointments and dismissal		C	A/R					
4.11	Trust wide pay policy, terms and conditions of employment		A/R	C		R			

4.12	Determine disciplinary and capability policies		A	R		R			
4.13	Implement disciplinary and capability procedures – CEO		A/R						
4.14	Implement disciplinary and capability – central team		A	A/R					
4.15	Implement disciplinary and capability procedures – schools		A	R				C	R
4.16	Approval of exit payments/early retirement/pension discretion (above a certain threshold)		A	R		C			

		Members	Trust Board	CEO	Quality of Education	Trust Business	Risk & Audit	LAC's	HT's
<b>5. Education and Community</b>									
5.1	Approve Trust curriculum/school curriculum and curriculum policy		A		A/R			A/R	A/R
5.2	Ensure high standards of teaching and learning		A	A/R	A/R			A/R	A/R
5.3	Delivery of curriculum		A	A	C			C	A/R
5.4	Set targets for trust outcomes		A/R	R					
5.5	Plan and deliver individual school improvement interventions and strategies			A	C			A/R	A/R
5.6	Implement behaviour policy			A	A			A/R	A/R
5.7	Review permanent and fixed term exclusions		A	A	A			A/R	A/R
5.8	Agree admissions policy		A	R					R
5.9	Admissions appeal process		A/R						A/R
5.10	Determine complaints policy		A	C		A/R			
5.11	Implement complaints procedures		A	R				R	R

5.12	Developing stakeholder partnerships across the Trust		A/R	A/R	R	R	R		
5.13	Developing stakeholder partnerships at school level			A				A/R	A/R