



LYDIATE  
LEARNING  
TRUST

# Scheme of Delegation (LLT)



LYDIATE  
LEARNING  
TRUST

ENGAGE, ENABLE,  
EMPOWER

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## 1. Introduction

Lydiate Learning Trust (“The Trust”) is a Multi-Academy Trust whose mission is:

***“We engage with all within our Trust and beyond to enable them to show the world their particular strengths, their ideas and their passion”***

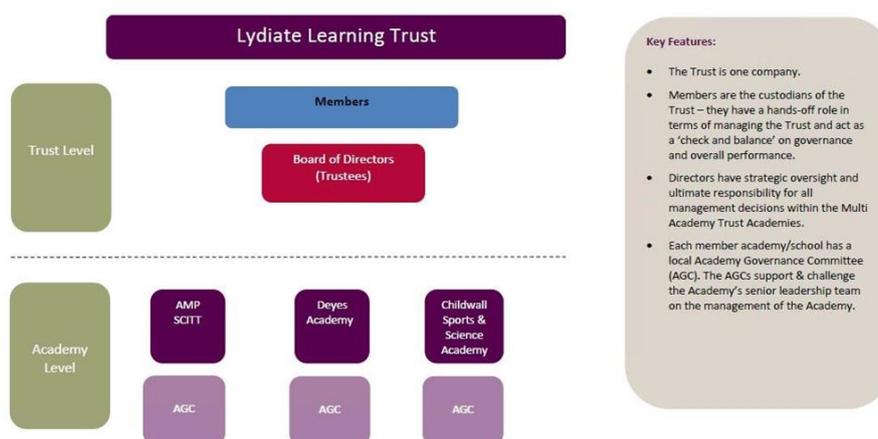
**We do this by...**

- 1) Empowering individuals through learning.
- 2) Fostering a “can-do” attitude that leads to continuous improvement.
- 3) Producing confident young adults with high levels of perseverance, proficiency, and integrity.
- 4) Encouraging families and our schools to work together to support student learning.
- 5) Providing a happy, safe, supportive environment where students can learn effectively.
- 6) Developing the whole child with a comprehensive offer of wider curriculum.
- 7) Engaging with our students to inspire, contribute and care.
- 8) Developing leadership at all levels for students, staff, governors, and our communities.
- 9) Promoting an enterprise culture that creates close working partnerships with business and wider partners.
- 10) Committing to having honest conversations about our strengths and our opportunities for growth.

The Trust’s model of governance is designed to recognize the overall responsibility of the Trust Board; the line management of Headteachers and the Executive Team by the CEO; and the support and challenge of the Academy Governance Committees.

Lydiate Learning Trust is a company limited by guarantee and a charity regulated by the Department for Education (DfE).

The governance structure of Lydiate Learning Trust is below:



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- The Members of the Trust define the Object, Purpose, and Ethos of the Company, and can direct the Trust Board where required to ensure those elements are met.
- The Directors, who form the Trust Board, have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of schools and in particular each academy as a school. This is exercised through strategic planning and the setting of policy, holding the Executive Team to account and the oversight of financial control. It is managed through business planning, monitoring of budgets, performance appraisal, the setting and monitoring of standards and the implementation of quality assurance processes. In this work, the Board is aided by five committees: Audit and Risk Assurance, Finance and Resources, Standards and Outcomes, Trust Pay, and Trust CEO Performance Review.
- The Directors delegate their responsibilities for the day-to-day oversight of each academy to an Academy Governance Committee (AGC) through a Scheme of Delegation (the Scheme). A single AGC may manage more than one academy, but the funding granted for each academy must be applied only to that academy subject to the requirements of the Scheme. The Headteacher of each academy is an ex-officio member of the AGC.
- Governors at all levels must abide by the Trust’s Director & Governor Code of Conduct.
- The Executive Team is the executive arm of the Board made up of the Directors of School Improvement, Director of Operations, Director of Finance and Director of Human Resources under the direction of the Chief Executive Officer (CEO). Key functions of the Executive Team are:
  - To direct and support the operation of each academy, developing strategic plans and policies in core areas of the operation in accordance with the direction of the Trust Board. These include risk, teaching and learning, leadership development, training, finance, HR, and ICT. The Executive Team specifies management controls and reporting requirements; audits the associated processes, procedures, and outcomes in each academy; identifies and delivers appropriate training and support; and reports to the Board on progress and concerns.
  - To manage the conversion of schools to academies. The Executive Team carries out due diligence across the academy to establish its position and identify any action required, and, with the DfE, Local Authority and solicitors, manages the associated legal processes.

## 2. Powers and duties reserved for the Members

The Members shall meet **at least once** per year and shall be quorate when 50% of the members attend. The Members are responsible for:

- Appointing the Members, and up to nine of the Directors/Trustees.
- Dismissing any Member or Trustee.
- Instructing the Trust Board by special resolution to take specific action.
- Defining the Object, Purpose, and Ethos of the Trust.

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- Amending, if necessary, the Articles of the Trust, in agreement with the DfE.
- Appointing the external auditors.

### 3. Powers and duties reserved for the Trust Board

Within the Objects of the Trust, the Trust Board is responsible for ensuring clarity of vision and ethos setting the strategic direction, holding the executive to account, and overseeing financial performance. They have the power to appoint:

- Co-opted Directors (Trustees).
- The Chair and Vice-Chair of the Trust Board (on an annual basis).
- The Chief Executive Officer.
- The Chairs of the local Academy Governance Committees and SCITT Governance Committee.

In so far as the business of each academy is concerned, the responsibility of the Directors is to determine the policy and procedures of the academy and to consider and respond to strategic issues. The Directors are free to decide what constitutes a strategic issue.

The Trust Board shall meet no less than five times per year and shall be quorate when 50% of the Directors/Trustees attend.

#### **The Board is responsible for:**

- Receiving, approving, and acting upon (as appropriate) regular reports and recommendations from the Standards and Outcomes Committee on curriculum, standards, safeguarding, SEN, curriculum, equality of opportunity etc. and a framework for effective self-evaluation, monitoring, and evaluation
- Approval of a written Scheme of Delegation of its financial powers and duties to its Academy Governance Committees, the Audit and Risk Assurance Committee, the Finance and Resources Committee, the Standards and Outcomes Committee, the Trust Pay Committee, the Trust CEO Performance Review Committee, the Executive Team, Headteachers and other staff. The Scheme must satisfy the Trust Board’s ultimate responsibility for ensuring that there are adequate operational controls in place for all the financial processes within the Trust. The Scheme of Delegation should be operated in conjunction with the LLT Financial Regulations and policies of the Trust
- Formal approval of the annual consolidated Trust budget, at least six weeks prior to the start of each financial year
- Considering budgetary control reports from the Finance and Resources Committee at every meeting, with relevant explanations and documentation where required
- Authorising significant financial transactions, as laid out in Section 14
- Holding any bank account in which any money of the Trust is deposited and then operated by the Finance Department in the name of the Trust. All cheques and orders for the payment of money from such an account shall be signed by at least two signatories authorised by the Trust Board
- Ensuring the appointment of external auditors

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- Receiving, approving, and acting upon (as appropriate) a report and recommendations from the Audit and Risk Assurance Committee on the financial statements and approving the audited financial statements prior to submission to the ESFA by 31 December
- Receiving, approving, and acting upon (as appropriate) the reports of the Audit and Risk Assurance Committee on the use of resources, systems of internal financial control, and discharge of financial responsibilities
- Receiving, approving, and acting upon (as appropriate) regular reports and recommendations from the Finance and Resources Committee on the annual budgets, financial performance against those budgets, the application of resources across the Trust, longer term financial plans, and business cases for expansion or other major developments across the Trust
- Informing the DFE if it suspects any irregularity affecting resources
- The Directors will have the absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provisions of it.

## **4 Powers and duties delegated to the Audit and Risk Assurance Committee**

### **4.1 Authority**

**4.1.1** The Audit and Risk Assurance Committee is authorised by the Trust Board of the Lydiate Learning Trust to investigate any activity within its Terms of Reference, and to seek any information it requires from staff, who are requested to co-operate with the committee in the conduct of its enquiries. The Audit and Risk Assurance Committee is authorised to obtain independent professional advice if it considers this necessary. The committee is an advisory body and has no executive powers.

### **4.2 Functions and Duties**

**4.2.1** The functions and duties of the Audit and Risk Assurance Committee are specified in the Terms of Reference. Key responsibilities are to exercise responsibility for and oversight of: External Audit, Annual Financial Statements, Internal Scrutiny and Control, and Risk Assurance

### **4.3 Review of Terms of Reference**

**4.3.1** Terms of Reference will be reviewed annually by the Audit and Risk Assurance Committee and recommended to the Trust Board for their approval.

### **4.4 Accountability**

**4.4.1** This committee is a sub-committee of the Trust Board and as such, accountable to the Trust Board for all decisions. It is responsible for maintaining oversight of the Trust's financial and risk management, internal control systems and governance and as such will report findings to the Trust Board and Accounting Officer, as a critical element of the Trust's annual reporting requirements.

**4.4.2** At least one member of the committee will have recent or relevant accountancy or audit & assurance experience.

### **4.5 Purpose**

**4.5.1** Advise the Board on the effectiveness and resources of the external auditors to provide a basis for their reappointment, dismissal, retendering, or remuneration.

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- 4.5.2 Oversee and approve the Trust's programme of internal scrutiny.
- 4.5.3 Ensure that risks are being addressed appropriately through internal scrutiny.
- 4.5.4 Report to the Board on the adequacy of the Trust's internal control framework (this includes financial and non-financial controls and management of risks).
- 4.5.5 Encourage a culture in the Trust whereby any individual feels they have a part to play in guarding the probity of the Trust and is able to raise any concerns with the management team or in exceptional circumstances with the LLT Board, without fear.

#### 4.6 Meetings

- 4.6.1 There will be three meetings per academic year with the December meeting being an annual summary meeting including the External Auditor, - prior to the LLT Board and Annual Members meeting.
- 4.6.2 Any additional meetings of this committee would be by exception and in agreement with the relevant Chair and Senior Governance Professional (SGP)
- 4.6.3 The agenda and paperwork relating to each meeting will be available 7 days prior to the meeting, usually via Governor Hub.
- 4.6.4 All committee meetings will be minuted by the SGP for LLT or, in their absence, someone appointed by the SGP or Chair. The minutes will be available to all Trustees on Governor Hub.
- 4.6.5 The Chair of the sub-committee will co-ordinate the preparation of any requested report on matters relating to the work of the committees, for both the LLT Board and Members.
- 4.6.6 Employees of the Trust will not be committee members, but the Accounting Officer (CEO) and Director of Finance will attend to provide information and participate in discussions.

#### 4.7 Quorum

- 4.7.1 The committee will comprise of a minimum of 3 Directors (Trustees) and be quorate when 50% of the committee members are present.

#### 4.8 Committee Chair

- 4.8.1 The Chair is elected each year by the LLT Board. For the academic year 2021/22 the committee will be chaired by **Graham Hewer**.
- 4.8.2 The committee Chair & Vice Chair will not be the LLT Board Chair and will always be different to the Chair of the Finance & Resources Committee.
- 4.8.3 If the Chair is absent from a meeting, the Vice Chair will run the meeting.

#### 4.9 Delegated Powers and Functions

- 4.9.1 This committee is authorised to investigate any activity within its Terms of Reference or as specifically delegated to it by the LLT Board.
- 4.9.2 It may request information from any employee, external or internal auditor or other assurance provider.
- 4.9.3 It may obtain legal or independent professional advice if considered necessary, normally in consultation with the Accounting Officer and/or LLT Board.

#### 4.10 Voting Rights

- 4.10.1 In respect of this committee, all members have equal voting rights. In the event of

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an equal division of votes, the Chair shall have a second or casting vote.

#### **4.11 Key Responsibilities**

4.11.1 This committee will exercise responsibility for and oversight of: External Audit, Annual Financial Statements, Internal Scrutiny and Control, and Risk Assurance.

#### **4.12 External Audit**

4.12.1 Recommend appointment of the external auditor and assess independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals.

4.12.2 Recommend the audit fees to the Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.

4.12.3 Oversee the process for selecting the external auditor and make appropriate recommendations through the Board to the Members of the Trust to consider at any general meeting where the accounts are laid before Members.

4.12.4 Agree with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation.

4.12.5 Review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.

4.12.6 Review the performance of the external auditor on an annual basis

4.12.7 Recommend to the Members, through the Board of Trustees, the appointment/re-appointment of the external auditor.

4.12.8 Review and consider the circumstances surrounding any resignation or dismissal of the external auditor. The expectation for the Trust is that a tender for the external audit contract will be undertaken every five years.

#### **4.13 Annual Financial Statements**

4.13.1 Review and challenge where necessary, the actions and judgements of management in relation to the annual financial statements, accounting policies and practices, unusual transactions, disclosures, significant adjustments resulting from audits, the going concern assumption, compliance with accounting standards and related guidance, in particular the Academy Trust Handbook, and compliance with other legal requirements.

4.13.2 Review and provide advice to the Board on whether the annual report and financial statements, taken as a whole, are fair, balanced, and understandable and provide the information necessary to assess the Trust's performance.

4.13.3 Review the Letter of Representation prior to sign off by the Board.

#### **4.14 Internal Scrutiny & Control**

4.14.1 Review and provide advice to the Board on the adequacy of the trust's Internal Control Framework, including financial and non-financial controls and risk management arrangements, as specified in the Academy Trust Handbook.

4.14.2 Direct a programme of internal scrutiny and review the reports and recommendations of the internal scrutiny, together with the appropriateness of

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management's response.

- 4.14.3 Monitor the implementation of action agreed by management in response to reports from the external auditor and internal scrutiny process.
- 4.14.4 Annually, agree a programme of work delivering internal scrutiny across the academic year.
- 4.14.5 Monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and where appropriate, make recommendations for improvement.
- 4.14.6 Ensure information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) completed by the trust and (for MATs) by constituent academies, is accurate and in compliance with funding criteria.

#### **4.15 Risk Assurance**

- 4.15.1 At least annually, undertake a risk mapping exercise to inform the Trust's approach to risk management, internal scrutiny, and internal financial and non-financial controls.
- 4.15.2 Review the Trust's risk appetite, risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management, and reporting of risks.
- 4.15.3 Review the adequacy and robustness of the Trust's strategic risk register.
- 4.15.4 Ensure that risk assurance measures include oversight of risks at constituent academies.
- 4.15.5 Keep under review the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, the internal scrutiny process, the external auditor and any other relevant independent assurances or reports (e.g., from the ESFA).
- 4.15.6 Review all risk and control related disclosure statements, in particular the Trust's annual "Statement on Internal Control", together with any associated reports and opinions from management, the external auditor, and Responsible Officer, prior to endorsement by the Trust Board.

#### **4.16 Policies**

- 4.16.1 Review and monitor all policies within the committee's scope including Risk Assurance.
- 4.16.2 Approve and keep under review the Academy Trust's investment policy and reserves policy.
- 4.16.3 Review the Trust's policy and procedures for handling allegations from whistle-blowers and allegations of fraud, bribery, and corruption.
- 4.16.4 Receive reports on the outcome of investigations of suspected or alleged impropriety.
- 4.16.5 Review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements.
- 4.16.6 Ensure that any significant losses are investigated and reported to the ESFA where required.
- 4.16.7 Review any recommendations made by the Secretary of State for Education for improving the financial management of the Academies.

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#### 4.17 General

- 4.17.1 Notify promptly the Trust Board of all financial matters of which the committee has knowledge, and which may materially affect the current or future position of the Trust.
- 4.17.2 Receive reports of notifiable breaches from the Data Protection Officer and to ensure compliance with data protection legislation.
- 4.17.3 Review or investigate any other matters referred to the Audit and Risk Assurance Committee by the Board.
- 4.17.4 Draw any significant recommendations and matters of concern to the attention of the Board.
- 4.17.5 Review, on a regular basis, its own performance, constitution, and Terms of Reference to ensure it is operating at maximum effectiveness.

#### 4.18 Standing Items for each meeting:

- Update on Trust Risk Register
- Update against all Audit Actions.
- Examination and review of systems and methods of control – financial & otherwise.

#### 4.19 Items for Annual Meeting (December)

- Annual Report and Financial Statements (Statutory Accounts)
- Letters of Representation
- External Audit Findings Reports.
- Any Recommendation regarding Auditors
- Review of Risk Register Effect

### 5 Powers and duties delegated to the Finance and Resources Committee

#### 5.1 Authority

- 5.1.1 **The Finance and Resources Committee reports to the Trust Board and is authorised to act on its behalf within its delegated powers. The Finance and Resources Committee is authorised to request from the Board independent professional advice if it considers this necessary.**

#### 5.2 Functions and duties

- 5.2.1 The functions and duties of the Finance and Resources Committee are specified in the Terms of Reference. Key responsibilities are to exercise responsibility for and oversight of finance, staff, and premises of the Trust.

#### 5.3 Review of Terms of Reference

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- 5.3.1 The Terms of Reference will be reviewed annually by the Finance and Resources Committee and recommended to the Trust Board for their approval.
- 5.3.2 This committee is a sub-committee of the Trust Board and as such, accountable to the TrustBoard for all decisions.

#### 5.4 Meetings

- 5.4.1 Meetings will be held once a term.
- Meeting 1 end Nov/early Dec
  - Meeting 2 end Jan/Feb
  - Meeting 3 end May/June
  - Meeting 3 held towards the end of the summer term (May/June), will ratify the Budget for the following academic year, prior to approval by the LLT Board.
  - Any additional meetings of these committees would be by exception and in agreement with the relevant Chair and Senior Governance Professional (SGP).
- 5.4.2 The agenda and paperwork relating to each meeting will be available 7 days prior to the meeting, usually via Governor Hub.
- 5.4.3 All committee meetings will be minuted by the SGP for LLT or, in their absence, someone appointed by the SGP or Chair. The minutes will be available to all Directors on Governor Hub.
- 5.4.4 The Chair of the sub-committee will co-ordinate the preparation of any requested report on matters relating to the work of the committees, for both the LLT Board and Members.

#### 5.5 Quorum

- 5.5.1 The committee will be quorate when 50% of the members are present.

#### 5.6 Committee Chair

- 5.6.1 The Chair is elected each year by the LLT Board. For the academic year 2021/22 the committee will be chaired by **Helen Heap**.
- 5.6.2 The Chair of this committee will always be different to the Chair of the Audit Committee.
- 5.6.3 If the Chair is absent from a meeting, the Vice Chair will run the meeting.

#### 5.7 Voting Rights

- 5.7.1 In respect of this committee, all members have equal voting rights for finance related matters. In the event of an equal division of votes, the Chair shall have a second or casting vote. However, no vote on any matter shall be taken at a meeting of a committee unless the majority of members of the committee present are Directors.

#### 5.8 Delegated Powers and Functions

- 5.8.1 A Scheme of Delegation is available separately and reviewed annually.

#### 5.9 Accountability

- 5.9.1 This committee reports directly to the Lydiate Learning Trust Board who receive minutes, reports, and recommendations from them.

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## 5.10 Purpose

- 5.10.1 Support the Board in fulfilling statutory duties relating to Finance and Resources.
- 5.10.2 Support the Board in understanding the unique context of each academy whilst ensuring a consistent approach to reporting and that finance and resources are effectively managed across the Trust.
- 5.10.3 Support the Board in understanding relevant data.
- 5.10.4 Support the strategic role of the school leadership.
- 5.10.5 Ensure provision of a framework for effective financial management, monitoring, and evaluation.
- 5.10.6 Support and challenge by linking the work of committees to key priorities in the Academy and Trust Development Plans.

## 5.11 Key Responsibilities

- 5.11.1 This committee will exercise responsibility for and oversight of: Finance, Staff and Premises.

## 5.12 Finance

- 5.12.1 In respect of Trust **Finance**, the committee will:
  - Monitor and review income and expenditure on a regular basis and ensure compliance with the overall financial plan for the Academy Trust, drawing any matters of concern to the attention of the Trust Board.
  - Oversee preparation of the Annual Budgets.
  - Ensure that an appropriate Scheme of Delegation is in place.
  - Review and monitor all policies within the committee's scope including those related to Governor Expenses and Contracts.
  - Approve the opening and operation of any Trust and Academy bank accounts.
  - Ensure that the Academy's Asset Management Plans are regularly updated.

## 5.13 Staff

- 5.13.1 With regard to the **Staff** of Lydiate Learning Trust the committee will;
  - Review the Trust approach to resource planning and vacancy filling
  - Set staff recruitment procedures including vetting requirements.
  - Oversee staff appointment procedures
  - Ensuring that equal opportunities are provided in the Trust approach to recruitment.
  - Oversee performance management arrangements
  - Monitor attendance and associated intervention.
  - Ensure Pay Policies are up to date.
  - Oversee Staff well-being and retention strategies.

## 5.14 Premises

- 5.14.1 With regard to the **Premises** of Lydiate Learning Trust, the committee will:
  - Ensure the development of a medium to long term strategic approach to estates/ premises e.g. estates vision, strategy etc.
  - Oversee and enable strategic decisions in relation to estates management.
  - Agree the **Asset Management Plan** for each estate and each academy within.
  - Oversee the management and performance of the estate(s) and ensure it delivers value for money.

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- Agree the **academy's emergency planning procedures**, planning for emergencies and business continuity.
- Agree the **H&S policy** for the estates and define responsibilities across the organisation.
- Ensure all estates are safe, secure and comply with statutory requirements and legal responsibilities across the organisation (full compliance).
- Assess any capital projects, building works and bids for capital funding and make recommendations to the Trust Board.
- Agree a project committee where necessary to oversee any major developments.
- Ensure that the academies comply with their responsibility requiring litter, refuse and dog excrement according to section 89 of the Environment Protection Act 1990 as far as is practical.
- Produce an annual **Streamlined Energy & Carbon** report.

### 5.15 Standing Items for each meeting:

- 5.15.1 Detailed Financial Report reviewing Management Accounts showing variances vs Budget and Forecast.
- 5.15.2 Premises Report.
- 5.15.3 Asset Management Plan Update.
- 5.15.4 People Update (including Resource Position, Recruitment, Attendance, Performance Management)

### 5.16 Annual Reporting/Ratification

- Scheme of Delegation
- Academy's Emergency Planning Procedures
- Health & Safety Policy
- Pay Policies
- Streamlined Energy & Carbon Report

## 6 Powers and duties delegated to the Standards and Outcomes Committee

### 6.1 Authority

- 6.1.1 The Committee reports to the Trust Board and supports the Board in fulfilling statutory duties relating to curriculum, standards, and safeguarding. The Standards and Outcomes Committee is authorised to obtain independent professional advice if it considers this necessary.

### 6.2 Functions and duties

- 6.2.1 The functions and duties of the Standards and Outcomes Committee are specified in the Terms of Reference. Key responsibilities are: understanding the unique context of each academy whilst ensuring a consistent approach to reporting; understanding relevant data, including performance, progress, outcomes, behaviour, attendance and other key indicators; support the strategic role of the academy leadership; ensure provision of a framework for effective self-evaluation, monitoring and evaluation; support and challenge by linking the work of committees to key priorities in the Academy and Trust Development Plans.

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### 6.3 Review of Terms of Reference

6.3.1 The Terms of Reference will be reviewed annually by the Standards and Outcomes Committee and recommended to the Trust Board for their approval.

## 7 Powers and duties delegated to the Trust Pay Committee

### 7.1 Authority

7.1.1 The Trust Pay Committee reports to the Trust Board and is authorised to act on its behalf within its delegated powers. The Trust Pay Committee is authorised to obtain independent professional advice if it considers this necessary.

### 7.2 Functions and duties

7.2.1 The functions and duties of Trust Pay Committee are specified in the Terms of Reference. The Key responsibilities are to:

- Undertake the annual salary review and determine the individual salaries of staff by considering the CEO and Headteacher's recommendation.
- Ensuring the Performance Management Policy and Pay Policy have been consistently and robustly applied.
- Decide the Trust approach towards the exercising of any pay discretion.
- Comply with all statutory and contractual obligations in relation to pay.
- Seek assurance that a process is in place for the pay decisions relating to each member of staff to be communicated to them in writing.

### 7.3 Review of Terms of Reference

7.3.1 The Terms of Reference will be reviewed annually by the Trust Pay Committee and recommended to the Trust Board for their approval.

7.3.2 Membership

- The Trust Pay Committee shall consist of not less than 3 Directors plus the CEO/Headteacher. This must not include the Chair of the Board due to any appeals procedure.
- The membership of the committee will be agreed at the opening meetings of the academic year in September and a Chair will be agreed at the committee.
- The quorum for the committee shall be not less than 3.
- The committee may appoint such co-opted, non-voting members as agreed by the LLT Board or AGC. These members will serve in an advisory capacity and may include local AGC Governors and/or staff nominated by the Headteacher, following consultation with the committee.

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- The CEO and any other staff member being considered, will withdraw during consideration of their pay.
- The committee members must not include any Staff Governors.
- Only full members of the committee, as approved by the LLT Board, shall have the right to vote on any resolution placed before the committee. Where there is an equality of votes for and against a particular resolution the matter will be referred back to the next full meeting of the LLT Board.

### 7.3.3 Meetings

- There will be one Pay Committee meeting each year, following receipt of pay recommendations from the CEO/Headteachers.
- The agenda and all paperwork relating to the meeting will be circulated 7 days prior, usually via Governor Hub.
- The meeting will be minuted by the Senior Governance Professional (SGP) for LLT or, in their absence, someone appointed by the SGP or Chair.
- The Director of HR will note any changes to recommendations to ensure that accurate feedback is provided to the staff concerned and that any pay changes are accurately implemented.

### 7.3.4 Key Responsibilities

- The LLT Board retains responsibility for changes to Pay Policy.
- Any proposed changes will be discussed with and communicated to the staff in writing by CEO and/or the Headteacher, to allow for consultation prior to any decision being taken by the LLT Board.
- The Pay Committee has delegated powers from the LLT Board to:
  - Undertake the annual salary review and determine the individual salary of staff by considering and ratifying the CEO/Headteacher's recommendations for the pay (as appropriate), ensuring the Performance Management Policy and Pay Policy have been consistently and robustly applied.
  - Decide the Trust approach towards the exercising of any pay discretion.
  - Comply with all statutory and contractual obligations in relation to pay.
  - Seek assurance that a process is in place for the pay decisions relating to each member of staff to be communicated to them in writing. Report to the LLT Board on the operation of the committee.

## 8 Powers and duties delegated to the CEO Performance Review Committee

### 8.1 Authority

- 8.1.1 The Trust CEO Performance Review Committee reports to the Trust Board and is authorised to act on its behalf within its delegated powers. The Trust CEO Performance Review Committee will obtain independent professional advice if it considers this necessary.

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## 8.2 Functions and duties

8.2.1 The overall function of the Committee is to carry out the Trustees statutory responsibilities for the performance management of the CEO.

## 8.3 Review of Terms of Reference

8.3.1 The Terms of Reference will be reviewed annually by the Trust CEO Performance Review Committee and recommended to the Trust Board for their approval.

### 8.3.2 Meetings

- The committee is a sub-committee of the Trust Board and as such, is accountable to the TrustBoard for all decisions.
- The committee will usually meet twice per year. Any additional meetings would be by exception and agreed by the Chair and the Senior Governance Professional (SGP).
- The agenda and all paperwork relating to the meeting will be circulated 7 days prior to each meeting, usually via Governor Hub.
- All meetings will be minuted by the SGP for LLT or, in their absence, someone appointed by theCSGP or Chair. The minutes will be available to all Directors in Governor Hub.

### 8.3.3 Quorum

- The committee will be quorate when at least 50% of the members are present, number rounded up as necessary plus the CEO.

### 8.3.4 Committee Chair

- The Chair is **John Graham, Chair of LLT Board**
- If the Chair is absent from a meeting, appointment of a Chair will be agreed between the other members of the committee.

### 8.3.5 Use of an External Advisor

- An independent and objective external advisor will be used to support the CEO and committee.
- Their purpose will be to;
  - Bring an objective element to the process and prevent the Trust from becoming inward-looking.
  - Support the CEO and help them reflect on the year that's gone, review evidence and discuss priorities for the future.
  - Help the committee prepare for the review meeting.

### 8.3.6 Committee Purpose

- To meet with the appointed External Adviser to discuss the CEO's performance objectives.
- In line with the Trust's Appraisal Policy and with advice from the External Adviser,decide whether the objectives have been met.
- To set new targets annually for the CEO, with advice from the External Adviser,
- To make recommendations to the Trust Pay Committee with regard to CEO pay awards.

### 8.3.7 Executive Pay

- The committee will ensure its decisions about levels of executive pay follow a robust evidence-

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- based process and are reflective of the individual’s role and responsibilities.
- The CEO will not be involved in deciding his or her remuneration.
- The committee will discharge its responsibilities effectively, ensuring its approach to pay and benefits is transparent, proportionate, and justifiable.
- The Academies Trust Handbook will be used as a reference source along with guidance on setting executive salaries  
<https://www.gov.uk/government/publications/setting-executive-salaries-guidance-for-academy-trusts>.

### 8.3.8 Pay Recommendations

After the performance of the CEO in the previous year has been reviewed, a pay recommendation will be made.

- The **School Teachers Pay & Conditions Document** will be referred to.
- Pay Benchmarking data and analysis will be provided to the committee in advance, by the Trust HR Director.
- The External Advisor will help the committee to consider the current pay position alongside the assessed performance and the external landscape.
- The committee will then agree a pay recommendation to the LLT Pay Committee.

## 9 Powers and duties delegated to the Academy Governance Committees

### 9.1 General provisions

- 9.1.1 The Academy Governance Committee (AGC) is a sub-committee of the Trust Board and as such, is accountable to the Trust Board for all decisions.
- 9.1.2 The AGC will uphold the Trust Vision and Values including assisting the Headteacher in cementing the Vision and Values with all stakeholders and maintaining momentum on Academy improvement.
- 9.1.3 Whilst the AGC shall be responsible for ensuring that the academy is conducted in accordance with its Vision and Values, the determination of the Trust’s overarching ethos and mission statement shall be the responsibility of the Directors.
- 9.1.4 At all times, the Directors and the AGC shall ensure that the academy is conducted in accordance with the object of the Trust, the terms of the trust governing the use of the land which is used for the purposes of the academy, and any agreement entered into with the Secretary of State for the funding of the academy.
- 9.1.5 The committee must have two Parent Governors.

### 9.2 Functions and Duties

- 9.2.1 The functions and duties of the AGC are specified in the Terms of Reference. The AGC is responsible for ensuring the Academy delivers its priorities each academic year through oversight of progress against the Academy Improvement Plan. Priorities will fall under the following key areas:
- Quality of Education
  - Personal Development
  - Behaviour & Attitudes

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- Leadership & Management
  - Safeguarding
- 9.2.2 The AGC shall have the responsibility for the allocation of ring-fenced funding such as Pupil Premium, and the COVID Recovery Premium, and for holding the Headteacher to account for their impact on students' learning.
- 9.2.3 The AGC Chair and Headteacher shall request approval from the Directors of any need for emergency, unplanned expenditure and will discuss with the Directors, and others as the Directors shall require, options for identifying available funding.
- 9.2.4 The Senior Governance Professional is responsible for the maintenance of a Register of Business Interests for all governors and those academy staff with financial responsibilities.

### 9.3 Premises

- 9.3.1 The maintenance of the buildings and facilities used in respect of the academy is the responsibility of the AGC who shall always have regard to the safety of the users of the buildings and the facilities and the legal responsibilities of the Directors (and/or any others) as owners of such buildings and facilities.
- 9.3.2 The Director of Operations will be responsible for developing an Estate Management Strategy that will identify the suitability of building and facilities considering long-term curriculum needs and the need for and availability of capital investment to meet the AGC's responsibility to ensure the buildings and facilities are maintained to a good standard.
- 9.3.3 The responsibility for any disposals or acquisitions of land to be used by the Trust will be that of the Directors.

### 9.4 Resources

#### 9.4.1 Headteacher

The Directors shall appoint the Headteacher in consultation with the AGC and CEO. The Directors may delegate such powers and functions as they consider are required by the Headteacher for the internal organisation, management, and control of the academy (including the implementation of all policies approved by the Directors for the direction of the teaching and curriculum at the academy).

#### 9.4.2 Other staff

AGC shall monitor the performance management of all senior staff (involving the CEO and Lead Director in the appraisal of the Headteacher) and shall put in place procedures for the proper appraisal of all staff, as well as pay progression recommendation, following decisions made by the Trust Board.

### 9.5 Curriculum and standards

- 9.5.1 The AGC shall be responsible for the setting and review of the curriculum but shall have regard to any views of the Directors in recognition of the mission of the Trust as well as the Directors' obligation to the Secretary of State to provide a broad and balanced curriculum.

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- 9.5.2 The AGC shall be responsible for the standards achieved by the academy and the students attending the academy but shall follow such advice and recommendations of the Directors as they might issue from time to time.

## 9.6 Regularity Matters

- 9.6.1 The responsibility for the satisfaction and observance of all regulatory and legal matters shall be the Directors but the AGC shall do all such things as the Directors may specify as being necessary to ensure that the Trust is meeting its legal obligations.

## 9.7 Operational matters

- 9.7.1 The AGC will adopt and will comply with all policies of the Directors communicated to the AGC from time to time.
- 9.7.2 Both the Directors and all members of the AGC have a duty to act independently and not as agents of those who may have appointed them and will act with integrity, objectivity, and honesty in the best interests of the Trust and the academy and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.
- 9.7.3 The AGC will review its local policies and practices on a regular basis, having regard to recommendations made by the Directors from time to time, to ensure that the governance of the academy is best able to adapt to the changing political and legal environment.
- 9.7.4 The AGC shall provide such data and information regarding the business of the academy and the students attending the academy as the Directors may require from time to time.
- 9.7.5 The AGC shall work closely with and shall promptly implement any advice or recommendations made by the Directors if intervention is either threatened or is carried out by the Secretary of State.  
The Directors expressly reserve the unfettered right to review or remove any power or responsibility conferred on the AGC under this Scheme of Delegation in such circumstances.
- 9.7.6 The Trust Board shall be responsible for the annual review of the academy's Admissions Policy before recommending its approval by the Trust Board.
- 9.7.7 Any decision to expand the academy shall be that of the Directors, who shall have regard to the views of the AGC.

## 9.8 Annual review

- 9.8.1 This Scheme of Delegation shall operate from the effective date in respect of any named academy.
- 9.8.2 The Directors will have the absolute discretion to review this Scheme of Delegation and to alter any provisions of it.

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9.8.3 In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Directors will have regard to and give due consideration of any views of the AGC.

### **9.9 Meetings**

9.9.1 The AGC will usually meet twice per term and at least once per term. The Chair of The Trust Board or appointed representative shall have the right to attend any meeting of the AGC.

9.9.2 Local Governors who fail to attend two meetings per year, without providing apologies that are accepted, may be removed from office. If Local Governor fails to attend for a 6-month period, they are disqualified from the role.

### **9.10 Review of Terms of Reference**

9.10.1 The Terms of Reference will be reviewed annually by the AGC and recommended to the Trust Board for their approval.

## **10 Financial powers and duties delegated to the CEO (Appendix 1)**

### **10.1 Chief Executive Officer (CEO)**

10.1.1 The CEO (or designated member of the Executive Team in the absence of the CEO) shall be responsible for:

- Fulfilling the role of the Accounting Officer.
- Authorising financial transactions as outlined in the matrix.

10.1.2 The CEO must ensure the organisation is run with financial probity, effectiveness, and stability, avoiding waste, and securing best value for money.

10.1.3 The CEO has delegated responsibility for the operation of the Trust, including the performance of each entity.

10.1.4 The CEO reports on performance to the Trust Board and this is supplemented by Director Reports and Headteacher Reports submitted to the AGC.

## **11 Financial powers and duties delegated to the Director of Finance**

**11.1** The Director of Finance shall be responsible for:

- Preparing, after discussion with the CEO and Executive Team, an annual draft budget plan for consideration by the Finance and Resources Committee and Trust Board before the start of the relevant financial year.
- Monthly monitoring of expenditure and income against the approved budget and submitting reports on the academy's financial position to every meeting of the Finance and Resources Committee. Any actual or potential material variances against budget shall be reported to the Finance and Resources Committee.
- Authorising financial transactions in line with the arrangements laid out in Section 14.
- Operating financial controls in line with the Academies Trust Handbook and other regulations.
- Ensuring the appropriate segregation of duties between staff responsible for processing orders, receiving deliveries and processing payments.

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- Notifying the Finance and Resources Committee on any eventuality that could affect the Trust's insurance arrangements.
- Maintaining a permanent and continuous register of all items of furniture, equipment, vehicles, and plant in the Trust.
- Insuring all the assets used by the Trust.
- Maintaining the standards of control for such systems in operation within the Trust to include the use of properly licensed software.
- Contribute to the ethos, development, and success of the Trust.
- Act as the leader for all finance related work; this includes leading staff within the Trust employed with a finance function.
- Ensure that financial management within the Trust complies with the requirements of the Academy Trust Handbook and Academies Accounts Direction issued annually by the DfE which sets out the requirements for the preparation and audit of the annual reports and financial statements of the Trust.
- Ensure that monthly management accounts and other ad hoc reports as required are prepared on a timely basis along with appropriate management commentary comparing performance against budget and analysing variances.
- Work with the Chief Executive Officer and leadership team of the Trust to develop and deliver the longer-term financial plan taking into account DFE guidelines/funding and identifying additional sources of external revenue and funding.
- Ensure the appropriateness of the key assumptions included in the corporate plan, medium and long term financial plan and annual budget proposals.
- Prepare the annual budget in accordance with the requirements of the Trust and DFE.
- Maintain records to meet legal and tax requirements and to measure both in the inputs and the outcomes of the Trust operations.
- Production of monthly and annual statutory accounts in accordance with the Companies Act 2006, UK accounting standards and DFE requirements, together with a detailed commentary on the result and on all significant variances from budget.
- Establish and maintain the academies financial and accounting systems and ensure the provision of financial information to the Academy management, Trust board and external bodies as required.
- Take responsibility for all internal financial reporting aspects for the Trust and individual academies/organisations.
- Develop general compliance with, and purpose amendments where necessary to, the Trust financial regulations and procedures.
- Take responsibility for the maintenance of all financial records to meet statutory requirements and make available such information as may be required for the purposes of internal or external audit and HMRC.
- Produce timely, individual, and consolidated financial statements and reports for presentation to the Finance and Resources and Audit and Risk Assurance Committees.
- Ensure the timely completion of various control account reconciliations.
- Assist with the production of Trust business plans and risk proposals for new or

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developing ventures.

- Assist with the development and management of an effective trust wide payroll system.
- Develop and manage an effective income monitoring system to ensure all monies due to the Trust and academies, from whatever source, are claimed by the most appropriate means, to ensure that the Trust and its academies are fully credited for all amounts due.
- Manage the formulation and monitoring of the Trust three-year financial forecast and to contribute to the formulation of the one-year operating statement. Provide financial analyses and input, to aid key decision making.
- Be aware of, and have an understanding of, the overarching funding principles and parameters of the Education and Skills Funding Agency.

## 12 Financial powers and duties delegated to the Executive Team (Appendices 1 to 5)

12.1.1 The Executive Team comprises the Director portfolio Leaders i.e. School Improvement, Finance, Operations and Human Resources.

NB: All responsibilities are contained within the roles and responsibilities list for each portfolio found in **appendices 1 to 5**.

## 13 Financial powers and duties delegated to other staff

13.1.1 Members of staff with delegated responsibilities should be aware that these must be exercised in accordance with Trust Financial Regulations, Policy, and Procedures.

The following responsibilities are delegated to other staff in addition to the Headteacher and Director of Finance:

- Budget holders are responsible for checking and certifying monthly statements of expenditure against their delegated budget and for reporting any overspend, errors or irregularities to the Director of Finance.
- Departmental budget holders can authorise orders up to £5,000 provided it is within the scope and remaining balance of their delegated budget
- The following members of staff are authorised to receive and check goods:
  - Budget holders
  - Administrators nominated by the budget holder
- Budget holders can authorise time records and authorise overtime within their delegated budget.

## 14 Summary of financial authorisation levels

Delegated Duty	Value	Delegated Authority Budgeted Spend	Delegated Authority Unbudgeted Spend	Method
Ordering goods and services	Up to £999	Budget holder	Budget holder	Minimum of three quotes
	£1,000 to £4,999	As above plus Head Teachers and Executive Directors.	As above plus Head Teachers and Executive Directors.	

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<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority Budgeted Spend</b>	<b>Delegated Authority Unbudgeted Spend</b>	<b>Method</b>
<b>(Raising requisitions)</b>  <b>Signatories for cheques, BACS payment authorisations and other bank transfers</b>	£5,000to£14,999	As above plus either CEO, Director of Finance	As above plus either CEO, Director of Finance	Minimum of three quotes
	£15,000to£50,000	CEO – Good and services (Director of Finance and Finance Manager can authorise bacs)	CEO – Good and services (Director of Finance and Finance Manager can authorise bacs)	Minimum of three quotes
	£50,001 and over	Trust Board	Trust Board	Over £30k requires a formal tendering process including advertising in FTS (if over FTS threshold)
	Authority to accept other than lowest quotation or tender	Approval from the delegated authority at the next level up		
<b>Signatories for DFE grant claims and DFE returns</b>	Any	Two signatories (or as required by DFE) from: - Director of Finance - CEO		
<b>Disposal of assets</b>  <b>(Excluding land and buildings: DfE approval needed)</b>	Up to £999	Operations Manager/ Functional Lead/CEO		
	£1,000 to £5,000	Headteacher/Director of Finance		
	£5,001 plus	Trust Finance & Resources Committee		
<b>Write-off of bad debts</b>	Up to £250	Director of Finance		
	£1,000 to £5,000	CEO and Director of Finance		
	£5001 to £44,900	Finance and Resources Committee		

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<b>Delegated Duty</b>	<b>Value</b>	<b>Delegated Authority Budgeted Spend</b>	<b>Delegated Authority Unbudgeted Spend</b>	<b>Method</b>
	£45,000 and above	Refer to Academies Handbook – ESFA approval required		
<b>Purchase or sale of any freehold property</b>	Any	ESFA approval required		
<b>Granting / take up of any leasehold or tenancy agreement exceeding 3 years</b>	Any	ESFA approval required		
<b>Raising invoices to collect income</b>	Up to £50,000	Operations Manager/ Functional Lead		
	£50,001 to £100,000	As above plus Headteacher/ Director of Finance		
	Over £100,000	As above plus CEO/COFO		
<b>Payroll</b>	BACs Run	Financial Controller or Director of Finance		
	Honoraria £0 - £1500	Functional Lead or Headteacher		
	Honoraria over £1500	As above plus CEO		
	£5,000 and over	As above plus Trust Board		
	£50,000 and over	As above plus ESFA		

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## Appendix 1

### CEO Roles & Responsibilities

The CEO (or designated member of the Executive Team in the absence of the CEO) shall be responsible for:

- Fulfilling the role of Accounting Officer of the Trust.
- Authorising financial transactions in line with the arrangements laid out in Section 14.
- Achieve the ambitions of the Trust.
- Working with the Board and the Trust Executive Team, develop the vision and plans setting out how the Trust and its academies, will move forward towards the Trust's Strategic goals each year.
- Ensure that everyone follows the Scheme of Delegation.
- Working with each Headteacher and the local AGC's and under the guidance of the MAT to develop the shared vision and strategic plan for the academies, which is responsive to the communities they serve. At the core of this should be the educational and personal development of the pupils.
- Work with the Board of Directors of the MAT, Governors, and Staff to define and implement the Academies' vision and strategic direction so that it is understood and acted upon by all stakeholders
- Create and implement a strategic plan which identifies priorities and targets for ensuring that pupils achieve high standards and make progress, increasing teachers' effectiveness

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and securing school improvement.

- Plan for the future needs and further development of the academies within the local and national context.
- Ensure raising aspiration, achievement, and attainment, is achievable through providing an inclusive, sustainable, and innovative lifelong education environment.
- Ensure the Academies achieve their performance targets.
- Promote the Academies to a range of audiences.
- Secure the commitment of parents and the wider community to the vision and direction of the academies.
- Work with all stakeholders to generate enthusiasm and commitment.
- Challenge, motivate and empower others to attain ambitious outcomes.
- Secure and sustain effective teaching and learning throughout the academies by ensuring each Headteacher has in place sound strategies for monitoring and evaluating the quality of teaching and standards of students' achievement, using benchmarks, and setting targets for improvement. This should include those with special educational or linguistic needs in order to set and meet challenging, realistic targets for improvement.
- Promote excellence in teaching and learning, ensuring a continuous and consistent academy-wide focus on pupils' achievement and development (moral, spiritual, physical, and social, as well as academic).
- Ensure that a high-quality educational experience is available for all children and young people.
- Create a culture of challenge, support, and high expectations.
- Ensure that effective and appropriate pastoral support is available to pupils.
- Agree a Curriculum Policy with the Lydiate Learning Trust Board to meet statutory and pupil requirements.
- Through monitoring and evaluation, identify and act on areas of improvement in relation to the curriculum and assessment.
- Develop an inclusive and supportive approach so that each Academy is a place where all young people feel welcome.
- Ensure that the needs and aspirations of each student is addressed through personalised learning and mentoring.
- Ensure that assessment data is used to set challenging targets.
- Challenge practice to ensure a stimulating learning environment.
- Ensure Academy-wide priorities are consistently and effectively implemented.
- Ensure that everyone within each Academy is treated fairly and equitably.
- Develop a culture of personal responsibility that recognises both excellence and supports appropriate strategies to deal with under performance.
- Ensure a high standard of professional development for all staff and for self.
- Work with all staff to build effective teams.
- Sustain their own motivation and that of other staff.
- Motivate and enable all staff to carry out their respective roles to the highest standard, through high quality continuing professional development based on assessment of needs.
- Develop and maintain respect across all stakeholders, inspiring individuals to contribute

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positively to shared ideas and plans for the academies.

- Develop the capacity, through coaching and other appropriate means, of the educational leadership and management, particularly the SLT.
- Keep abreast of educational developments and best management practice in order to introduce appropriate innovation.
- Provide dynamic, consistent, and motivational leadership, ensuring the successful delivery of the vision, ethos, aims and objectives of the academies.
- Lead by example.
- Establish collaborative and open relationships with all stakeholders
- Critically evaluate each Academy’s performance.
- Communicate openly with the Chair of the Lydiate Learning Trust on a regular basis.
- Ensure that communication channels exist enabling all staff to receive information they need in order to carry out their professional duties effectively.
- Ensure structures deliver pupil progression, attainment, and achievement.
- Oversee the implementation of a firm and fair performance management framework for all staff.
- Work with the Chair of the Lydiate Learning Trust to enable him/her to meet their responsibilities.
- Ensure all staff have clearly defined responsibilities and accountabilities.
- Support each Academy to establish strong middle leadership roles within a distributed leadership structure.
- Secure robust Academy self-evaluation and quality assurance procedures.
- Establish mechanisms for reporting to all key stakeholders at agreed intervals.
- Participate in MAT (Lydiate Learning Trust) and sector-wide activities in order to share best practice, contribute to the development of MAT (Lydiate Learning Trust) strategies and policies and promote the academy and the MAT (Lydiate Learning Trust) in a local and national context.
- Provide advisory support to other academies within the MAT (Lydiate Learning Trust) as required.
- Support the Chair of the Lydiate Learning Trust in developing community engagement, promoting a continuous culture of change and nurturing creativity for all.
- In conjunction with the Headteacher at each academy, create and maintain an effective partnership with parents/carers.
- Strengthen each Academy’s positive image in the wider community.
- Actively support the diversity of the Academy’s communities and students.

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## Appendix 2

### Director of Operations Roles & Responsibilities

The Director of Operations shall be responsible for:

- Admission of new academies to the Trust
- Approval of Trust contracts in accordance with the limits shown in section 14. (Under £5,000)
- Maintenance of the Trust Asset Register
- Addition and disposal of assets under £5000 in accordance with section 14. (Under £5,000)
- Determine and publish admissions arrangements and policies
- Maintain and update the Trust Health and Safety Policy
- Maintain and update the Trust Risk Register ensuring that effective risk management processes are integrated in the management and operation of all Trust operations.
- Maintain and update the Trust and Academy Critical Incident Plans
- Maintain and update all Trust premises-related policies
- Developing an estate management strategy that will identify the suitability of building and facilities considering long-term curriculum needs and the need for and availability of

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capital investment to meet the AGC’s responsibility to ensure the buildings and facilities are maintained to a good standard.

- Leading on business planning and continuity, capital programme, estate and asset management, infrastructure (including IT), PR and marketing
- Leading the day-to-day management of the sites, striving for operational excellence
- Ensuring the operational side of the business is robust, resilient, and compliant with all legal and regulatory requirements
- Ensuring that our business model is scalable and effectively supports the growth of Lydiate Learning Trust, ensuring that we are leveraging the economies of scale to enable even greater investment in children's education
- Ensuring effective systems of control and management of risk are in place and being implemented effectively
- Overseeing the admissions for the Trust ensuring compliance with the Schools Admissions Code
- Contributing to the strategic leadership and management of the Trust, ensuring that all actions and processes support the achievement of the Trust’s objectives to transform the academies and the outcomes of the children and communities we serve
- Ensuring outstanding educational provision in all our academies and removing any non-teaching barriers that prevent this happening.
- Advise the Chief Executive and oversee academies on all matters relating to the development, funding, and management of capital works on the sites.
- Identify and prioritise capital spending requirements and the acquisition and spending of capital grants.
- Oversee the effective management and maintenance of the Trust’s sites, grounds and buildings and their security, ensuring compliance and maximising the use of the Trust’s estate to deliver our vision.
- Exploring and developing external networks to ensure that our operating model/teams are constantly improving.
- Lead on risk management and mitigation, strengthening control, ensuring that the Chief Executive and Trustees are appraised of risks and issues, and these are being mitigated against and managed appropriately.
- Ensuring compliance with all health and safety regulations and requirements.
- Day to day management of the Trust, specifically leading and managing service areas including Premises, Catering, Asset Management, IT, PR, and marketing, developing, and delivering a coherent strategy to ensure that the needs of the academies and Trust are met.
- Further develop the Business Model, systems, and processes to ensure that the Trust and its academies are able to meet their strategic objectives, finding further economies of scale so more time and money can be invested in improving outcomes for all children.
- Ensuring that Trustees are able to meet their legal and statutory governance duties and responsibilities, including their effective oversight of and their engagement in risk.
- Ensure accurate records are kept of all assets for the Trust.

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- Ensure all legal agreements for services, supplies, leases etc. are structured appropriately and in the best interests of the Trust.
- PR and marketing – ensure there is a strong PR and marketing strategy which helps to further develop the Trust, its academies and develop strong positive profiles locally, and nationally for the Trust.
- Oversee the implementation of an IT strategy ensuring that there is an IT infrastructure and IT services that support a growing network of academies, ensuring that the Trust has access to and makes the fullest use of effective IT.
- Lead and contribute to Trust priorities as needed.
- Support the effective working of the Senior Leadership Teams in our academies and teacher training centre.
- Anything else as deemed appropriate by the CEO or contained within the job description.

### Appendix 3

#### Human Resources Roles & Responsibilities

The Director of Human Resources shall be responsible for:

- Approval of Trust contracts in accordance with the limits shown in section 14. (Under £5,000)
- New job descriptions and job evaluations.
- the security and privacy of data in accordance with the UK Data Protection Act and the EU General Data Protection Regulation.
- To ensure that we are fully compliant, up-to-date and all staff are aware of relevant policies and regulations.
- Follow Safer Recruitment Practices in all recruitment processes.
- Responsible for ensuring the Single Central Register (SCR) is up-to-date and accurate for all contacts with the Trust including employees, contractors, and volunteers.
- Ensure that all staff have the necessary training at Induction, inset and throughout the year.
- Oversee and develop all HR related policies across the Trust and ensure compliance.

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- Manage the overall processes for external and internal Recruitment and Selection.
- Responsible for a recruitment and training budgets.
- Ensure new recruits, contractors, tutors, volunteers have the correct checks, satisfactory references, and DBS documentation prior to starting.
- Responsible for up-to-date employment contracts and offers of Employment.
- Continually review legislation to ensure all policies and procedures are compliant.
- With the CEO/Executive Headteacher and relevant SLT, oversee an effective Induction and Inset Programme.
- Be aware and up to date in relation to market rates and external remuneration information and providing the Pay Committee with relevant data to support its decision making.
- Create and Co-ordinate with the CEO and Director of Finance & Operations to ensure the accuracy of Job Descriptions.
- Advise and maintain accurate Organograms and organisational charts.
- Monitor staff turnover metrics and reasons for leaving and report to the appropriate bodies.
- The security and privacy of data in accordance with the UK Data Protection Act and the EU General Data Protection Regulation.
- Oversee/administer payroll and maintain accuracy of such.
- Lead/advise as appropriate any staffing re-structure.
- Oversee levels of absence management and produce reports at all levels.
- Have an overview of all performance management processes across the Trust for the Appraisal cycle, records of interviews, target achievements and teaching and learning processes.
- Coordinate and maintain a dashboard to give an overview of performance management across the Trust.
- Lead or advise the CEO team with any investigation, disciplinary or grievances in accordance with employment law and ACAS.
- Oversee working in tandem with the Training Centre the budget and distribution of all CPD across the Trust.
- Advise the CEO of any skills and training gaps within the staff teams of the Trust.
- Provide support to line managers on leadership responsibilities e.g. absence management.
- Promote colleague wellbeing.
- Embed new academies as and when appropriate, joining Lydiate Learning Trust to ensure a seamless transition (including due diligence/TUPE consultation/General HR Support).
- Liaise with local, regional, and national professional bodies and support the CEO and Headteacher in working with the Joint Consultative Committee.
- Seek legal advice, as and when, appropriate.
- Knowing the Trust regulations and health and safety policy and being aware of and implementing the Trust rules and Trust policies, relating to safeguarding of children.
- Co-operating with Lydiate Learning Trust in all matters concerning Health and Safety and

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specifically to take reasonable care of their own Health and Safety and that of others who may be affected by their acts or omissions at work.

- To undertake other such duties that may from time to time be reasonably assigned by the CEO.

## **Appendix 4**

### **Director of School Improvement Roles & Responsibilities**

The Directors of School Improvement shall be responsible for:

- Approval of Trust contracts in accordance with the limits shown in section 14. (Under £5,000).
- To support the establishment of a culture across the school/academies that delivers results through continual improvement and organisational development.
- To foster a positive climate for partnership working and where appropriate commissioning school to school services.
- To challenge and support Senior Leadership Teams, Staff and Governors in the schools/academies in order to improve student outcomes.
- To match schools, teams, and individuals to bring about improvements in the quality of teaching, learning and outcomes.
- To provide the Executive Team and Board of Lydiate Learning Trust with a realistic review of school/academy performance including, trends over time, progress, pupil

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achievement and well-being data, benchmarking to National performance.

- To support leadership teams in the self-evaluation process and quality assure evidence of evaluation judgements.
- To broker effective outside expertise and consultancy to be deployed across the Trust as, and when, required.
- To quality assure the use of external expertise
- To lead intervention strategies as and when required across the Trust.
- To source timely specialist advice to academies to assist them in their preparation for Ofsted.
- To provide training in schools (groups) Trust wide as required.
- To review AGC development and training across the Trust to ensure the appropriate skills and expertise are deployed effectively and all Governors receive adequate training.

## Appendix 5

### Headteacher Roles & Responsibilities

The Headteachers have delegated powers and functions in respect of internal organisation, management and control of their academy, the implementation of all policies approved by the Trust Board, and for the direction of teaching and the curriculum.

The Headteacher shall be responsible for:

- Reviewing income and expenditure reports with the Finance Department, highlighting actual or potential overspending
- Authorising financial transactions in line with the arrangements laid out in Section 14. (Under £5,000).
- Ensuring the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with the Trust Financial Regulations, Policy, and Procedures

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- Ensuring that all contracts and agreements conform to the Trust Financial Regulations, Policy and Procedures
- Approving new staff appointments within the authorised level
- Ensuring that proper security is always maintained for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information, and records etc under his/her control
- The operation of financial processes within the academy, ensuring that adequate operational controls are in place and that the principles of internal control are maintained
- Ensuring that full, accurate and up to date records are maintained to provide financial and statistical information
- Ensuring that all records and documents are available for audit by the appointed external auditors and Audit and Risk Assurance Committee
- The headteacher shall be responsible for the appointment and management of all other staff supported by the executive team to be employed at the academy provided that the headteacher shall:
  - Comply with all policies dealing with staff issued by the directors from time to time
  - Take account of any pay terms set by the directors
  - Adopt any standard contracts or terms and conditions for the employment of staff issued by the directors
- Manage any claims and disputes with staff members having regard to any advice and recommendations given by the directors

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