

Scheme of Delegation

Hallam Schools' Partnership Academy Trust

Approved on:	30 March 2021
To be reviewed:	March 2022
Associated policies:	Financial scheme of delegation Academies Financial Handbook

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Introduction

This Scheme of Delegation has been developed to clarify strategic level accountabilities and responsibilities across the Trust. It takes into account the Funding Agreement, Corporate and Charity law, Academies Financial Handbook and other DfE guidance. The separate Financial Scheme of Delegation sits alongside this to provide detail of delegated financial authorities around key controls.

The Board of Trustees of Hallam Schools' Partnership Academy Trust has accountability for ensuring the Trust meets its charitable objectives and responsibility for setting the direction of the Trust, ensuring that it is solvent, compliant, and delivers the Trust's charitable objects for the benefit of the public.

The Board may under the Trust's Articles of Association, may 'delegate such powers and functions as they consider are required by the Chief Executive Officer and Principals for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Trustees and for the direction of the teaching and curriculum at the Academies). This document reflects the delegations that have been made.

The levels of delegation are as follows:

- Members
- Board of Trustees
- Committees of Board of Trustees
- Local Governing Bodies
- CEO
- Headteachers

Where Trustees have delegated responsibility for areas they are accountable for, the scope of delegated responsibilities will be documented, along with reporting requirements and when Trustees may intervene. Whilst some delegated responsibilities may be further delegated, others, including those of Accounting Officer are for the CEO alone.

This document is intended to ensure a consistent approach across the Trust and demonstrate transparency. As far as possible all academies will have the same levels of decision making, though supported academies will, in some instances, be required to 'defer to the CEO'.

The distinctive nature of a Catholic Multi Academy Trust

Canon Law provides that each diocesan bishop has strategic responsibility to commission sufficient school places to meet the needs of baptised Catholic children resident in his area. A Catholic school is one which is recognised as such by the diocesan bishop. Canon 803 provides the definition of a Catholic school. Canon 803§1 provides that a school is Catholic if:

- a) It is controlled by a diocese or religious order; or the 'control' specified in canon 803 is normally established where the diocese or religious order owns the school and appoints the governing body (or at least a majority of it).

- b) It is acknowledged in a written document as Catholic by the diocesan bishop. All Catholic schools are subject to the jurisdiction of the diocesan bishop, even those that are not in diocesan trusteeship.

Canon 806§1 states: The diocesan bishop has the right to watch over and inspect Catholic schools in his territory...and has the right to issue directives concerning the general inspection of Catholic schools. Those who are in charge of Catholic schools are to ensure, under the supervision of the local Ordinary², that the formation given in them, including its academic standards, are at least as outstanding as that in other schools in the area.

As an exempt charity The Hallam Schools Partnership Multi Academy Trust must have charitable purposes and apply them for public benefit. The Hallam Schools Partnership Multi Academy Trust is also a registered company in England and Wales (registration number 07973953). The Master Funding agreement between The Hallam Schools Partnership Academy Trust and the Secretary of State for Education sets out the terms and conditions to which grant funding is made. Each academy is a Catholic or Joint Catholic/Church of England school, designated as such, the Directors of the Trust are accountable to the Bishop of Hallam to ensure that each academy is conducted as a Catholic or Joint Catholic/Church of England school in accordance with Canon Law and the teachings of the Roman Catholic Church – adding, in the case of joint schools, the guidance of the Church of England's Education Office, so that, at all times, the academy may serve as a witness to the Christian faith in Our Lord Jesus Christ.

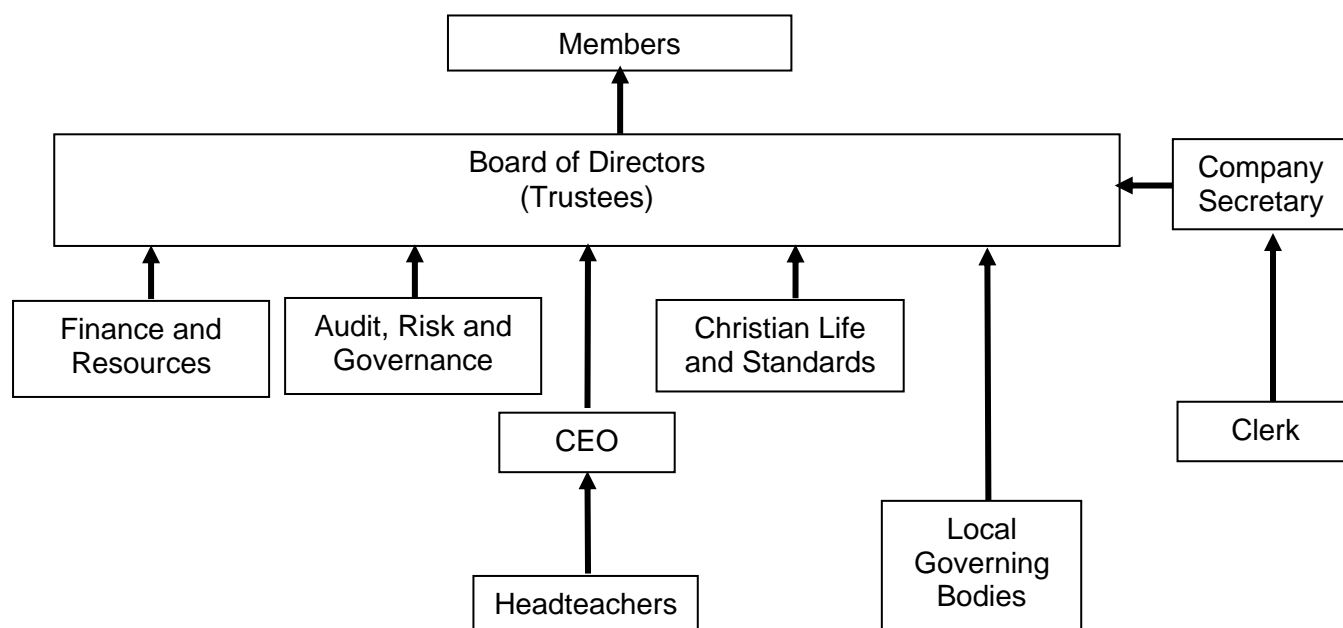
In respect of his schools the bishop has the legal right to appoint (and remove) an overall majority of directors who are known as foundation directors. In addition to all the other legal responsibilities of the Catholic Multi Academy Trust, the law recognises that foundation directors are appointed specifically to ensure that the:

- Catholic character of the school is preserved;
- School is conducted in accordance with its trust deed; and
- Religious Education curriculum is in accordance with the bishop's policy for his diocese, based on the Bishops' Conference Curriculum Directory for Religious Education.

The diocesan bishop, acting through his Schools Commissioner, is responsible for:

- The provision and future development of excellent Catholic education throughout the diocese;
- The oversight of high educational standards, progress and outcomes in all diocesan schools;
- The inspection of the religious life of schools and RE (section 48/diocesan canonical inspections);
- The development of Catholic teachers and leaders (and all appointments should be made in accordance with diocesan protocol);
- Planning of school place provision;
- Engaging with the Regional Schools Commissioner and Ofsted;
- Maintaining links with the Catholic Education Service and the government.

Governance Structure and Lines of Accountability



Summary of Roles

A Multi Academy Trust has an evolving structure and at each level there are specific accountabilities and functions which combine to form the leadership of the Trust. This summary outlines the key differences in these roles.						
Members	Trustees	Board Committees	CEO	CFO	LGBs	Headteachers
<p>Guardians of the governance of the Trust</p> <p>Appointing Trustees to the Board</p> <p>Acting as ambassadors for the Trust</p> <p>Removing Trustees</p> <p>High level monitoring of the overall effectiveness of the trust</p>	<p>Responsible for the general control and management of the administration of the trust in accordance with the provisions set out in the memorandum and articles of association.</p> <p>Ensure clarity of vision, ethos and strategic direction.</p> <p>Hold the executives to account for the educational performance of the schools and their pupils, and the performance management of staff.</p> <p>Oversee the financial performance of the trust and make sure its money is well spent.</p> <p>Legally responsible for compliance with company and charity law The trust board will delegate to the chief executive responsibility for the day-to-day operations of the trust.</p> <p>The trustees can determine whether to delegate any governance functions.</p>	<p>The trustees may establish committees either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the trust board.</p> <p>Committees are not legally accountable for statutory functions – the trust board retains overall accountability and the Accounting Office also holds responsibility.</p>	<p>The CEO is the accounting officer and responsible for all areas that are encompassed in this role.</p> <p>They are personally responsible to Parliament and to ESFA for the Trusts Financial Resource.</p> <p>The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management team.</p> <p>Ultimate executive responsibility for delivering excellent educational provision.</p> <p>Responsible for leading and development and delivery of the Trusts strategy.</p>	<p>Supports CEO in delivery of Trust strategy.</p> <p>Line manages School Business Managers.</p>	<p>Oversight of running of the academies in terms of learning, standards, safety and wellbeing.</p> <p>Holding local academy leadership to account for academic performance, quality of care and provision.</p>	<p>Provide professional leadership for the academy and secure its success and improvement.</p> <p>Ensuring high quality education for all its pupils and good standards of learning and achievement.</p> <p>Provide leadership and management of the academy and its staff.</p>

	Reports to: Members	Reports to: Trustees	Reports to: Trustees & committees	Reports to: CEO, Trustees & Committees	Reports to: Trustees/ Committees	Reports to: CEO
Monitors / receives reports from: Trustees	Monitors / receives reports from: Committees / CEO / CFO and LGBs	Monitors / receives reports from: CEO, CFO and LGBs	Monitors / receives reports from: CFO and Heads	Monitors / receives reports from: SBMs	Monitors / receives reports from: Headteachers	Monitors / receives reports from: Academy SLT

The Scheme of Delegation sets out key activities of the Trust and the responsibilities of key roles and groups.

R	Responsible: The individual that has been delegated responsibility to ensure an activity is undertaken within defined and agreed time, cost and quality constraints; reporting progress as required.
A	Accountable: The individual that has ultimate accountability for ensuring completion of a task.
S	Support: The individual/group who should provide support to those responsible for the task, during the implementation of the task.
C	Consult: The individual/group that should be consulted as part of the process of completing the task because they can provide valuable advice and/or input.
I	Inform: The individual/group that should be kept up-to-date about the progress of the task and/or the decisions in the task.

Governance								
Item		Members	Trust Board	CEO	CFO	LGB	Headteacher	Notes
1.1	Signatories to amendment of Articles of Association	A	R	S				Must be filed at Companies House along with copy of special resolution and any required forms. Members are signatories to changes
1.2	Right to amend Articles of Association	A	C					Guidance to governance MATS - Members have a right to amend articles
1.3	Call Members' Meetings	A	S					Extraordinary meetings may also be called by Directors or Members. Decisions may be made by written resolution between meetings.
1.4	Appoint/remove Members and Trustees	A	S	I				
1.5	Ensure appropriate procedures are in place for the recruitment of Member Appointed Trustees both in terms of finding suitable candidates and putting in place an open and robust selection process for candidates.	A / R						
1.6	Complete Member Register of Interests, and keep under regular review			R	S			
1.7	Hold Trustees to account for achieving the Trusts objectives, effective governance and working	R						

	with the law and any guidance on the governance of academy trusts							
1.8	Determine the name of the Trust	R						
1.9	Appoint Auditors		R	S	S			
1.10	Receive Statutory Accounts		R	S	S			
1.11	Dissolve the company	R	S					
1.12	Appoint/ remove Trustees	R	A					
1.13	Inform Diocese of any changes to Trustees		A / R					
1.14	Complete Director/Trustee Board skills audit and training plan annually	I	A / R	S				
1.15	Appoint/Remove Chair of Trustees	I	A / R					
1.16	Appointment Vice Chair of Trustees	I	A / R					
1.17	Appoint clerk to the Trustees		A	R	S			
1.18	Appointment of CEO in line with Articles		A / R					
1.19	Appoint Headteachers		A / R	R				
1.20	Determine and allocate specific Trustee roles in safeguarding/child protection and health & safety and others as required		A / R					
1.21	Agree Scheme of Delegation	I	A / R	S	S			
1.22	Complete Director Register of Interests and keep under regular review		A	R	S			
1.23	Determine policy review process and schedule		A / R	S	S			
1.24	Annual Review of Governance and Board Effectiveness		A / R	S	S			
1.25	Delegate powers and		A / R	S	S			

	functions to the CEO, Headteachers and committees, including the LGB and executive office							
1.26	Ensure expertise is used in furtherance of Charitable objectives, deferring to the expertise of others		A / R	S	S		S	
1.27	Ensure the Secretary of State gives consent for changes to Articles and Charities Commission is informed of changes		A		R			
1.28	Determine LGB composition		A / R	S			S	
1.29	Appointments to LGB		A	S		R	C	
1.30	Hold Staff and Parent Governor elections for LGB			I		R	C	LGB members to flag need for skills and ability to support ethos of the School.
1.31	Appoint Chair of LGB		I	I		A / R	I	
1.32	Appoint Vice Chair of LGB					A / R	I	
1.33	Allocate governor specific roles					A / R	S	
1.34	Complete LGB register of interests and keep under regular review				S	A / R	S	
1.35	Review of LGB effectiveness		A			R	S	
1.36	LGB Skills audit		A	S		A / R	S	Skills audit should include ability and commitment to preserve Catholic ethos in the Schools, or, in the case of Joint Schools, ethos of the two denominational traditions.
1.37	Ensure effectiveness of leadership and management in individual Academies		A	R		S	R	
1.38	Ensure the quality of		A	R		S	R	

	teaching, learning and assessment							
1.39	Ensure personal development and appropriate behaviours		A	R		S	R	
1.40	Ensure best outcomes for children and learners		A	R		S	R	

Strategy and Leadership								
Item		Members	Trust Board	CEO	CFO	LGB	Headteacher	Notes
2.1	Ensure the Trust is financially viable, run in accordance with its Articles and law and meeting its charitable objectives		A	R	S	S	S	
2.2	Take forward the strategic objectives of the Trust to further its charitable purpose of delivering education		A	R	S	C / I	C / I	
2.3	Develop the character, mission and ethos of the Trust fostering the individuality of each school		A	R	S	R	R	
2.4	Agree Trust Strategic and Operational Plan, including growth model		A	R	S	C	C	
2.5	Performance - hold senior leaders to account, review and challenge progress of the trust against its strategic objectives and KPIs		A	R	S	C	S	
2.6	Performance management of CEO/CFO		A / R					
2.7	Compliance - ensure financial compliance and probity with all obligations		A	R	S	S	S	
2.8	Regulatory - ensure compliance with all the regulations affecting the Trust (including all charity law, company law,		A	R	S	S	S	

	employment law and health and safety)							
2.9	Approve risk process and risk appetite as recommended by the A&R committee to include operational and H&S risk		A	R	R	S	S	
2.10	Ensure Trustees and members of Trust Committees - have the necessary skills to fulfil their role and access to relevant training		A / R	S	S			
2.11	Local Governors – ensuring they have the necessary skills to fulfil their role, including access to relevant training		A / R	S	S	R	S	
2.12	Appointment of Clerk – Board		A / R	S				
2.13	Appointment of Clerk – LGBs				S	A / R	S	
2.14	Review and agree Scheme of Delegation and other delegated accountabilities annually		A / R	S				
2.15	Policies - formally approve statutory policies (including admissions, DBS, charging and remissions policies, health and safety and safeguarding) as recommended by delegated committees		A	R	S			
2.16	Academy School Development Plans - for each School in line with the strategic aims of the Trust		A	R		R	R	
2.17	Key Performance Indicators -		A	R	R	C	C	

	setting and reviewing performance of the Trust and the academies including “category” of each academy with appropriate support if required							
2.18	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		A	R		C	R	
2.19	Curriculum- setting the curriculum for the academies and reviewing its effectiveness		A	S		R	R	
2.20	Pupil Premium - reviewing and challenging the value for money in terms of educational outcomes and narrowing the achievement gap		A	R	S	C	R	
2.21	Ensure appropriate due diligence is conducted for any school joining the trust		A	R	S			CEO to prepare and Trust Board to approve.
2.22	Report progress against objectives to Trustee Board		A	R	S			

Education								
Item		Members	Trust Board	CEO	CFO	LGB	Headteacher	Notes
3.1	Assure achievement of the Trusts charitable purpose 'to advance for public benefit - education'		A / R	R	S	S	S	
3.2	Set Admissions Policy		A / R	S		I	I	
3.3	Admission decisions		C	I		R	S	
3.4	Review - considering and evaluating performance of the schools by <ul style="list-style-type: none"> • Reviewing progress against agreed KPIs • Holding each academy's leadership to account for academic performance, quality of care and quality of provision • Monitoring the overall effectiveness and efficiency of leadership and management in academies • Receiving reports on the quality of teaching and learning and reporting to the Board 		A	R		C	S	
3.5	Carrying out the self-evaluation process to identify areas for improvement with regard to outcomes and success criteria		A	C		S	R	
3.6	Considering the aims and priorities for raising standards		A	C		S	R	

	of achievement in each of the academies strategic development plans in Trust format							
3.7	Report termly to the Board on performance		A	R		C	S	
3.8	Setting the opening and closing times for the academies		A	S		C	R	
3.9	Term dates and length of school day		A	S		S	R	
3.10	Promoting partnership working between parents/ carers and the academies to promote high standards of attendance, behaviour and learning by students/ pupils		A	S		R	R	
3.11	Undertaking consultation with students/ children, parents/ carers and other stakeholders as part of a programme of regular self-evaluation by the academies to assess its performance against its stated aims and objectives		A	S		R	R	
3.12	Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience		A	S		R	R	
3.13	Effectively manage resources and capacity from across the		A	R		C	R	

	Trust to bring about sustained improvement in academies							
3.14	Sports Premium - review and challenge the value for money / return on investment of the sports premium in terms of quality of teaching and outcomes in physical education and access to out of school activities		A	S	S	R	R	

Behaviour, Attendance and Inclusion								
Item		Members	Trust Board	CEO	CFO	LGB	Headteacher	Notes
4.1	Monitor and challenge pupil attendance on an ongoing basis and provide regular updates		I	C		A	R	
4.2	Establish and keep under review academy Behaviour policy for pupils, monitoring the impact		I	S		A	R	
4.3	Fixed term or permanently exclude a pupil			S / C		A	R	
4.4	Review the decision to permanently exclude a pupil / direct reinstatement of a pupil			S / C		A / R	S	

Finance								
Item		Members	Trust Board	CEO	CFO	LGB	Headteacher	Notes
5.1	Determine and allocate role, rules and reporting requirements of Finance Committee (ToR)		A / R	S	S			
5.2	Appointment of the Accounting officer & inform the Secretary of State		A / R					
5.3	Appointment of the CFO		A / R	S				
5.4	Ensure Trust's continuing compliance with all requirements of ESFA/DfE and Funding Agreement around financial management & controls		A / R	S	R			
5.5	Gain assurance from Finance Committee over Trust wide annual budgeting, to ensure the Trust remains viable		A	R	R	C	S	
5.6	Investments -agreeing the investment policy in line with the academies financial handbook and scheme of financial delegation		A	R	S			
5.7	Approve the school support charges from Trust to individual Academies		A / R	S	S			
5.8	Approval of Special Payments per ESFA including staff severance and compensation payments		A / R					
5.9	Approval of novel or contentious transactions -		A / R	S	S			

	which always must be referred to the ESFA for prior authorisation							
5.10	Approve a scheme for paying Governors allowances		A / R		S			
5.11	Ensuring the Trust is adequately insured		A	I	R			
5.12	Review and approve a Charging and Remissions policy for the Trust for the academies		A	S	R			
5.13	Receive and review termly management accounts		A	S	R			
5.14	Approval of capitalisation limits and depreciation policy for the Trust		A / R	S	S			
5.15	Changing use of assets		A	R	S	C		
5.16	Ensure funds are only applied in furtherance of charitable objectives		A / R	R	S			
5.17	Ensure adequate records are kept in line with Company law		A	R	R		R	
5.18	Report progress to the Trustee Board		A / R	S	S			Chair of finance committee to report to the Trust Board
5.19	Report progress to Finance Committee		A	R	R			
5.20	Review finance policies		A	S	R			A = finance committee to advise Board
5.21	Ensure funding is spent in line with the requirements of the Funding Agreement and in furtherance of the Trusts charitable objectives		A / R	S	S			Responsibility sits with finance committee
5.22	Ensure sufficient capacity and expertise to manage the finances of all academies		A / R	S	S			Responsibility sits with finance committee

5.23	Ensure annual reports and accounts are prepared and submitted to Companies House		A		R			R = Company secretary
5.24	Ensure a balanced budget subject to clauses set out in the Funding Agreement		A / R	S	S			Finance committee are responsible for ensuring balanced budget

Audit and Compliance								
Item		Members	Trust Board	CEO	CFO	LGB	Headteacher	Notes
6.1	Determine and allocate role, rules and reporting requirements of Audit and Risk by way of Scheme of Delegation (ToR)		A / R	S	S			
6.2	Agree the annual audit program and recommend to Trustees		I / R		R			Audit committee responsible for recommending the agreement to the Board
6.3	Receive External Audit Management letter and findings report and recommend to Trustees		A / R		R			Audit committee responsible for recommending to the Board
6.4	Receive Internal Audit service reports and report action points and academy responses to AO/ Trust Board		A / R	S	R	I	S	
6.5	Assure all points raised from Annual Audit Management reports are actioned and provide Board with assurance		A / R	S	R		S	
6.6	Investigate any financial irregularities and report to Trust Board		A / R	S	R			
6.7	Investigate financial irregularities at Trust Board level			A	R			Auditors to support
6.8	Review Compliance Policies		A		R			Audit committee to agree and recommend to Board
6.9	Gain assurance that the following policies are fit for purpose and followed:		A	S	R			

	whistleblowing, GDPR, data protection, equality and diversity							
6.10	Report to the Board of Trustees		A / R	S	R			R = Chair of audit committee
6.11	Investigate any allegations of whistleblowing or fraud		A	R	R			

Estates								
Item		Members	Trust Board	CEO	CFO	LGB	Headteacher	Notes
7.1	Ensure that building and grounds remain Health & Safety compliant		A	R	S		S	
7.2	Monitor Trust wide implementation and compliance of the Health and Safety policies		A	R	R	S	R	
7.3	Recommend H&S policy as required by law for approval by the Board of Trustees		A	R	S			
7.4	Report to the Board on all necessary estates matters		A	R	R			
7.5	Provide assurance on progress against objectives		A	R	S			
7.6	Review Estates Policies		A	R	R			

Human Resources								
Item		Members	Trust Board	CEO	CFO	LGB	Headteacher	Notes
8.1	Approving the executive structure		A / R	S				
8.2	Approve new posts to the structure where they fall outside of agreed budgets		A / R	S	S			Finance committee to review and approve.
8.3	Approving the dismissal of CEO, CFO (in accordance with the Trust Disciplinary and Capability policies)		A / R					
8.4	Appointing Headteachers		A	R		S		
8.5	Dismissing Headteachers (in accordance with the Trust Disciplinary and Capability Policy)		I	A / R				
8.6	Approving Trust wide HR policies required by law: Equal opportunities, Equality and diversity, disciplinary and capability.		A	S	R		I	
8.7	Setting terms and conditions of employment and staff handbook			A	A	S	R	
8.8	Setting pay reviews and ensuring all staff have access to either the LGPS or Teachers' Pension Scheme		A	S	S	R	R	
8.9	Awarding pay rises and any other appropriate remuneration for staff on leadership contracts		A	R	S	S		Finance committee to approve.
8.10	Awarding pay rises and any other relevant remuneration		A	A	S	R	R	To inform the finance committee.

	to an individual within an individual academy for teaching and non-teaching staff (with the exception of teaching staff on the leadership scale) in line with the Trust Pay Policy							
8.11	Production of HR policies		A	R	R		I	
8.12	Agree special payments for work outside or normal contract		A / R	C		C	C	
8.13	Ensuring appraisals are carried out for all school employees			A		S	R	

Communications								
Item		Members	Trust Board	CEO	CFO	LGB	Headteacher	Notes
9.1	Ensure the Trust publishes funding agreements, policies, related parties and all other statutory documentation on the website to remain compliant with the AFH		A	R	S			
9.2	Ensure the Academies publish details of pupil premium on their websites in accordance with the requirements of the Funding Agreement			A	S		R	
9.3	Ensure the Academies publish details of sports premium on their websites			A			R	
9.4	Ensure information on curriculum, and details of achievements, are published on each Academy's website in accordance with Funding Agreement			A			R	

Safeguarding								
Item		Members	Trust Board	CEO	CFO	LGB	Headteacher	Notes
10.1	Safeguarding Policy & Procedures: review & monitor			A		S	R	
10.2	Safeguarding Systems: ensure systems in place to ensure compliance		I	A		S	R	
10.3	Safeguarding Audits of all Academy Schools completed		I	A		S	R	
10.4	Safeguarding Training: provision and monitoring			A	S	S	R	
10.5	Ensure local procedures are in place and implemented			A		S	R	