



HEALING MULTI ACADEMY TRUST

Delegated Authority Framework

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| Review Date | July 2019 |

Earned Autonomy

Healing Multi Academy Trust believes that best results will be achieved when each school's Local Governing Body receives a level of responsibility and autonomy appropriate to its specific circumstances.

Where the school is in an Ofsted category of Requires Improvement or Inadequate, there will be close supervision of the school by the Trust leadership team and this will be reflected in partial or removal of delegated powers. Where a school is Good or Outstanding, minimal day-to-day supervision by the Trust is needed and the LGB will operate with maximum autonomy.

Working together as a Multi Academy Trust

In addition to school improvement programmes all schools will be expected to contribute to the following:

- development and maintenance of school policies
- sharing of best practice
- mentoring and coaching of staff
- recruitment, training and appraisal of Governors for Local Governing Bodies.

This reinforces the principle of working together as a Multi Academy Trust to deliver first-class education.

Levels of delegation:

R – Responsible – who is responsible for carrying out/delivering the entrusted task?

A – Accountable – (also Approver) – who is accountable for the whole task and who is accountable for what has been done?

S – Support – who provides support during implementation of the activity/process/service?

C – Consulted – who can provide valuable advice or consultation for the task?

I – Informed – who should be informed about the task progress or the decisions in the task?

A/R – Accountable/ Responsible

Linked documents:

1. Scheme of Delegation
2. Terms of Reference

SCHOOLS WITH FULL DELEGATED AUTHORITY

STRATEGY

| Delegated functions | TRUST | | | | SCHOOLS | |
|---|----------|--------------------------------|--------------------------------|-------------|-----------------------|-----------------------------|
| | Members | Trust Board | CEO | Trust Lead | Local Governing Body | Headteacher/Principal |
| Set Trust strategic objectives | Informed | Accountable <i>Approves</i> | Responsible <i>Proposes</i> | Support | Consulted Informed | Consulted Informed |
| Deliver Trust strategic objectives | Informed | Support/ Consulted | Accountable/ Responsible | Support | Consulted Informed | Consulted Informed |
| Key Performance Indicators – setting and reviewing performance of the Trust and Schools | Informed | Accountable | Responsible | Support | Consulted Informed | Consulted Informed |
| Scrutiny-review and challenge progress of the Trust against its strategic objectives and KPIs | Informed | Accountable | Responsible | Support | Consulted Informed | Consulted Informed |
| Approve terms of reference for the Trust Board | Informed | Accountable | Responsible | Support | Consulted Informed | Consulted Informed |
| Approve terms of reference for LGBs | Informed | Accountable | Responsible | Support | Responsible | Consulted Informed |
| Maintenance of register of interests | | Support/ Consulted | Accountable / Responsible | Support | Responsible | Consulted Informed |
| Maintenance of Risk Management processes | | Support/ Consulted | Accountable/ Responsible | Support | Responsible | Responsible |
| Admission of new academies to the Trust | Informed | Accountable | Support | Responsible | Informed | Informed |
| Entering into Funding Agreements | | Accountable | Responsible | Support | Informed | Informed |
| Entering into leases or other legal arrangements | | Accountable | Responsible | Support | Consulted | Responsible |
| Forming Local Governing Bodies | Informed | Accountable | Responsible | Support | Responsible | Responsible |
| Recruitment of Local Governing Bodies | | Responsible | Support | Support | Accountable | Responsible |
| SEF & School Improvement Plan – in line with the strategic aims of the Trust | | Informed | Support | Responsible | Accountable | Responsible |
| ASSET MANAGEMENT | | | | | | |
| Expansion of existing facilities | Informed | Accountable | Responsible | Support | Responsible | Responsible |
| Negotiation and re-negotiation of contracts | | | Responsible | Support | Consulted | Accountable/ Responsible |
| Schools - HP, Leasing and other Agreements | | | Responsible | Support | Consulted | Accountable/ Responsible |
| Schools - Disposal of Assets | | | Responsible | Support | Consulted | Accountable/ Responsible |
| Schools - Premises Maintenance Programme | | | Responsible | Support | Consulted | Accountable/ Responsible |

Delegated Authority Framework.

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|--|----------|-------------|---------------------|---------------------|----------------------|-----------------------------|
| School - IT support | | | Responsible | Support | Consulted | Accountable/ Responsible |
| LEGAL & COMPLIANCE | | | | | | |
| Compliance: Regulatory-with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety) | Informed | Accountable | Responsible | Support Informed | Responsible | Responsible |
| Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook | Informed | Accountable | Support Informed | Responsible | Responsible | Responsible |
| Compliance: Financial Oversight - ensuring there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds | Informed | Accountable | Responsible | Support Informed | Informed | Informed |
| Compliance-completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions | | Informed | Accountable | Responsible | Responsible | Support |
| Compliance: GDPR-processing personal data | | Informed | Accountable | Responsible | Consulted Support | Responsible |
| Appointment of the Audit Committee | Informed | Accountable | Responsible | Support Informed | | |
| Legal Claims | | Accountable | Responsible | Support Informed | Responsible | Support |
| SCHOOL ADMISSIONS | | | | | | |
| Set admission policy | | Accountable | Responsible | Support Informed | Responsible | Support |
| Admission decisions Admission appeals | | | Responsible | Support Informed | Accountable | Responsible |

| GOVERNANCE | | | | | | |
|---|-------------|-----------------------|--------------------------------|-------------|----------------------|-----------------------|
| Delegated functions | TRUST | | | | SCHOOLS | |
| | Members | Trust Board | CEO | Trust Lead | Local Governing Body | Headteacher/Principal |
| Appoint/remove Members | Accountable | | Responsible | Support | | |
| Appointment/removal of Trustees | Accountable | Consulted | | | | |
| Approve amendments to Articles of Association | Accountable | Consulted | | | | |
| Review effectiveness - Trust performance | Informed | Consulted Informed | Accountable/ Responsibility | Responsible | Consulted | Consulted |
| Forming Local Governing Bodies | Informed | Accountable | Responsible | Support | Responsible | Responsible |

Delegated Authority Framework.

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| | | | | | | |
| Recruitment of Local Governing Bodies | | Responsible | Support | Support | Accountable | Responsible |
| Review effectiveness - LGB performance (internal and external scrutiny) | | Accountable | Responsible | Support | Responsible | Support |
| Appoint the Trust's auditors and receive the Trust's annual audited accounts | Accountable | Responsible | Responsible | Support | | |
| Removal of LGB governors | | Accountable | Responsible | Support | Responsible | Support |
| Appoint Chair of LGBs | | Responsible | Support | Support | Accountable/ Responsible | Support |
| Appoint & Remove Clerk to the Board | Informed | Accountable | Responsible | Support | | |
| Appoint & Remove Clerk to LGBs | | Informed | Support | | Accountable/ Responsible | Support |
| Authorised to approve/amend Delegated Authority Framework | | Accountable | Responsible | Support | Consulted | Consulted |
| Purchase Trustee Indemnity Insurance Cover | | Informed | Accountable/ Responsible | Support | | |
| Entering into, or withdrawing from, a formal partnership | | Accountable | Responsible | Support | Consulted | Consulted |
| Training and induction programme for Trustees | Informed | Consulted | Accountable | Responsible | | |
| Training and induction programme for LGBs | | | Support | Support | Accountable | Responsible |

EDUCATION/CURRICULUM

| Delegated functions | TRUST | | | SCHOOL | |
|--|--------------|-------------|-------------|----------------------|-----------------------------|
| | Trust Board? | CEO | Trust Lead | Local Governing Body | Headteacher/Principal |
| QUALITY ASSURANCE | | | | | |
| Quality Assurance Framework- benchmarking best practice | Consulted | Accountable | Responsible | Consulted | Support |
| Pupil progress-KPIs – setting and reviewing performance | Trust | Accountable | Responsible | Consulted | Support |
| | Schools | Responsible | Support | Support | Accountable/ Responsible |
| Pupil Premium funding– reviewing and challenging the use and value for money | Informed | Responsible | Support | Accountable | Responsible |
| Sports Premium – reviewing and challenging the use and value for money | Informed | Responsible | Support | Accountable | Responsible |
| Quality of Teaching – ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes | Informed | Responsible | Support | Accountable | Responsible |
| Quality of leadership and management- | Informed | Responsible | Support | Accountable | Responsible |

Delegated Authority Framework.

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|--|------------------------------|-------------|--------------------------|-------------------------|-------------|-------------------------|
| ensuring appropriate levels of support, challenge and intervention to support | | | | | | |
| Post-Ofsted School Action Plan sign off | Overall effectiveness- 1 & 2 | | Support | | Accountable | Responsible |
| | Overall effectiveness- 3 & 4 | Consulted | Accountable | Responsible | Consulted | Support |
| Curriculum – setting and reviewing the curriculum rationale for Schools | | Accountable | Responsible | Support | Responsible | Support |
| Reviewing the school’s curriculum implementation and evaluation | | Informed | Consulted Responsible | Support | Accountable | Responsible |
| Collective worship arrangements for Schools, without religious character | | Informed | Responsible | Support | Accountable | Responsible |
| POLICIES | | | | | | |
| Approve Education policies | | Informed | Support | Support | Accountable | Responsible |
| BEHAVIOUR AND ATTENDANCE | | | | | | |
| Pupil issues (including attendance, fixed term exclusions, , punctuality and disciplinary matters for each School) | | Informed | Support | Support | Responsible | Accountable/Responsible |
| Permanent exclusions and appeals | Stage 1 | Informed | Support | Support | Accountable | Responsible |
| | Stage 2 | Accountable | Responsible | Support | Responsible | Support |
| | Tribunal | Accountable | Responsible | Support | Responsible | Support |
| ORGANISATION OF THE SCHOOL DAY | | | | | | |
| Term dates | | | Informed | Informed | Accountable | Responsible |
| Trust joint school training day | | | Support | Accountable/Responsible | Informed | Consult |
| Length/organisation of School day | | | Informed | | Accountable | Responsible |
| School lunch – ensure provided to appropriate nutritional standards | | | Informed | | Informed | Accountable/Responsible |
| Provision of free school meals to those meeting criteria | | | Informed | | Informed | Accountable/Responsible |
| STATUTORY COMPLIANCE | | | | | | |
| School Website, including compliance with statutory requirements | | Informed | Responsible | Support | Accountable | Responsible |
| Trust Website, including compliance with statutory requirements | | Accountable | Responsible | Support | | |

SAFEGUARDING

| Delegated functions | TRUST | | | SCHOOLS | |
|---|-------------|----------|---------------|----------------------|-----------------------|
| | Trust Board | CEO | Trust Lead(s) | Local Governing Body | Headteacher/Principal |
| To be familiar with LA guidance and policy relating to safeguarding | Accountable | Informed | Responsible | Responsible | Responsible |
| Monitor the effectiveness of the Primary and Secondary Safeguarding Policy (or LCSB Policy) | Informed | Support | Responsible | Accountable | Responsible |
| Receive an annual report on the Safeguarding policy | School | Informed | Support | Accountable | Responsible |
| | Trust | Informed | Responsible | Consult | Consult |
| Ensure SCR's are compliant | Informed | Informed | Responsible | Accountable | Responsible |
| Ensure Annual Safeguarding audits take place and are appropriately reported to the Board | Informed | Informed | Support | Accountable | Responsible |
| Ensure all Designated Safeguarding Leads receive appropriate training | Informed | Informed | Support | Accountable | Responsible |
| Ensure all Trust and school staff receive required training | Informed | Informed | Support | Accountable | Responsible |
| Ensures each LGB appoints a Safeguarding representative | Informed | Informed | Support | Accountable | Responsible |
| Ensure Safer Recruitment procedures are implemented | Informed | Informed | Support | Accountable | Responsible |
| Ensure Prevent agenda is implemented | Informed | Informed | Support | Accountable | Responsible |
| Confidential Safeguarding issues reported to LADO where appropriate | Informed | Informed | Support | Accountable | Responsible |

FINANCE

| Delegated functions | TRUST | | | SCHOOL | |
|--|-------------|---------|-------------|----------------------|-----------------------|
| | Trust Board | CEO | Trust Lead | Local Governing Body | Headteacher/Principal |
| STRATEGY | | | | | |
| 3 year Plan to include one year progress measures. [Buildings, finance (cash flow plan and capital expenditure plan) and school improvement] | Accountable | Support | Responsible | | |
| STATUTORY REPORTING | | | | | |
| Completion and approval of annual accounts and reports to funding and regulatory bodies. [Consolidate each school's accounts and support SBM to ensure they comply with Trust & EFA finance regulations] | Accountable | Support | Responsible | | |

Delegated Authority Framework.

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|---|-------------|-------------|-------------|-------------|-------------|
| Completion and submission of other accounting returns | Accountable | Support | Responsible | | |
| Completing annual & periodic financial reports to Board and/or EFA (including income/expenditure, cash flow, projections etc.) | Accountable | Support | Responsible | | |
| Authorised to complete PAYE returns | Accountable | Support | Responsible | | |
| Authorised to complete VAT returns | Accountable | Support | Responsible | | |
| SYSTEMS OF INTERNAL FINANCIAL CONTROL | | | | | |
| Assurance over adequacy of systems of internal financial control | Accountable | Support | Responsible | | |
| Approval of financial regulations | Accountable | Support | Responsible | | |
| Appointment of Responsible Officer | Accountable | Support | Responsible | | |
| BUDGET & MANAGEMENT REPORTING | | | | | |
| Funding Model – agreeing a funding model across the Trust and develop an individual funding model for Schools to secure the Trust’s financial health in the short term and the long term | Accountable | Responsible | Support | | |
| Trust Annual Budget – formulating and setting the Trust wide budget | Accountable | Responsible | Support | | |
| Academy Annual Budget –formulating and setting the budget for individual academies | Consulted | Consulted | Support | Accountable | Responsible |
| Expenditure and ensuring delivery of Annual Budgets | | Informed | Support | Accountable | Responsible |
| Approval of Trust budget and school contributions | Accountable | Responsible | Support | | |
| Authority to make budget virements | | Support | Support | Accountable | Responsible |
| PURCHASING & PROCUREMENT | | | | | |
| Approve Trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust’s procurement policy | Accountable | Consulted | Responsible | Responsible | Responsible |
| Placing orders for goods and services, entering into contracts [Orders over £15,000 Require formal tendering arrangements] [Selection from preferred supplier list unless otherwise agreed with Finance Lead] | Informed | Support | Responsible | Accountable | Responsible |
| Ensuring compliance with tendering processes | Informed | Responsible | Support | Accountable | Responsible |

Delegated Authority Framework.

| BANKING AUTHORITY & CASH MANAGEMENT | | | | | |
|---|-------------------|-------------|--------------------------|-------------|--------------------------|
| Approval to borrow money | Accountable | Responsible | Support | Consulted | Consulted |
| Cashflow Management, Treasury & Investment | Informed | Support | Responsible | Accountable | Responsible |
| Open a bank account and approve signatories | Informed | Accountable | Responsible | | |
| TRANSACTION PROCESSING | | | | | |
| Payroll - Starters, leavers and amendments | | Accountable | Responsible | | Responsible |
| Payroll – Administration of monthly salary payments | | Accountable | Responsible | | Responsible |
| Purchasing - Authorised to create vendors on accounting system | | Responsible | Support | Informed | Accountable/ Responsible |
| Income | | Responsible | Support | Informed | Accountable/ Responsible |
| Authorisation of expense claims (cannot authorise own expenses) | | Responsible | Support | Informed | Accountable/ Responsible |
| Control account reconciliation | | Responsible | Accountable/ Responsible | Informed | Responsible |
| Write-off bad debts | Trust above £2500 | Accountable | Responsible | Responsible | |
| | CEO up to £2500 | Informed | Accountable | Responsible | |
| | LGB up to £1000 | Informed | Consulted | Responsible | Accountable Responsible |
| FIXED ASSETS | | | | | |
| Management of capital projects | Informed | Responsible | Support | Accountable | Responsible |
| Asset Register | | Consulted | Responsible | Informed | Accountable/ Responsible |
| Security Of Assets | | Consulted | Responsible | Informed | Accountable/ Responsible |
| Disposal of Assets Up to £2000 | | Responsible | Support | Consulted | Accountable/ Responsible |
| Loan of Assets | | Consulted | Responsible | Informed | Accountable/ Responsible |
| INSURANCES | | | | | |
| Annual Risk Review Renewal (Except HR & school trips) | Informed | Accountable | Responsible | Informed | Informed |

| HUMAN RESOURCES AND OPERATIONS | | | | | |
|---|-------------|-------------|------------|----------------------|-----------------------|
| Delegated functions | TRUST | | | SCHOOL | |
| | Trust Board | CEO | Trust Lead | Local Governing Body | Principal/Headteacher |
| STAFF STRUCTURE | | | | | |
| Approval of annual staffing budgets | Informed | Responsible | Support | Accountable | Responsible |
| Approval to increase school Headcount within existing staffing budget | Informed | Responsible | Support | Accountable | Responsible |
| Redundancies <i>[Trust respondent in Tribunal cases]</i> | Accountable | Responsible | Support | Responsible | Responsible |
| Job Description sign off | Accountable | Responsible | Support | Consulted | Responsible |
| GRADE OF POSTS (TEACHING AND SUPPORT STAFF) | | | | | |

Delegated Authority Framework.

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|--|-----------------|-------------------------|-----------------------|----------------------|-----------------------|--------------------------|
| Job evaluation policy & procedures | | Informed | Accountable | Responsible/ Support | Consulted | Responsible |
| Authorised to evaluate new jobs and grades [E.g. spot points and scales] | | | Accountable | Responsible/ Support | Consulted | Responsible |
| Authorised to evaluate existing jobs and grades [E.g. spot points and scales] | | | | Support | Informed | Accountable/ Responsible |
| Authorised to agree/vary basic employment Terms & Conditions | | | Accountable | Responsible | Consulted | Consulted Responsible |
| RECRUITMENT | | | | | | |
| Trust Recruitment packs | | | | Support Responsible | | Accountable/ Responsible |
| Recruitment and appointment of CEO | | Accountable/Responsible | | Support | Informed | Informed |
| Recruitment and appointment of: | HTs/Principals | Accountable | Responsible | Support | Consulted Responsible | |
| | Trust Core Team | Accountable/Responsible | Responsible | Support | Informed | Informed |
| Recruitment and appointment of Vice Principals/Deputy Headteachers | | Consulted | Consulted Responsible | Support | Accountable | Responsible |
| Recruitment and appointment of other staff | | | Informed | Informed | Accountable | Responsible |
| Appoint external Trust consultant appointments | | Accountable | Responsible | Support | | |
| Approve recruitment processes including Safeguarding | | Consulted | Accountable | Support | Consulted | Consulted |
| Approve signing of employment contracts | | Informed | Accountable | Support/ Responsible | Informed | Responsible |
| PAY POLICY | | | | | | |
| Pay policy and procedures- annual approval, including pay awards, pay point values, TLR/SEN values etc. | | Accountable | Responsible | Support | Consulted | Consulted |
| Approve school ISR | | Accountable | Responsible | Support | Consulted | Consulted |
| Approve pay ranges including appointments outside range in salary structure | Trust | Accountable | Responsible | Support | Consulted | Consulted |
| | School | | Consulted | Support | Accountable | Responsible |
| Value of other discretionary allowances including Recruitment and Retention allowances and Long Service Awards | | | Consulted | Support | Accountable | Responsible |
| Annual Pay Progression | | Informed | Informed | Support | Accountable | Responsible |
| PENSION AND POLICY DISCRETIONS | | | | | | |
| Handling of all pension matters (teachers and support staff) | | | Accountable | Responsible | | Responsible |

Delegated Authority Framework.

| Annual approval of use of discretions | | Accountable | Responsible | Support | Consulted | Consulted |
|--|---|-------------|--------------------------|----------------------|-------------|--------------------------|
| OPERATION OF POLICIES & PROCEDURES | | | | | | |
| Approve Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations | | Accountable | Consulted | Responsible/ Support | Responsible | Responsible |
| Implement Trust HR Policies and ensure compliance | | Consulted | Support | Responsible | Accountable | Responsible |
| Approve Trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, AFH and the Trust's procurement policy | | Accountable | Consulted | Responsible | Responsible | Responsible |
| Setting Terms and Conditions of Employment and Staff Handbook | | Accountable | Consulted | Responsible/ Support | Responsible | Responsible |
| Performance Management & Salary Review | CEO/Principal Trust, HEA LGB & SIP | Accountable | Responsible | Support | | |
| | Principal/Headteacher LGB, CEO & SIP | Informed | Accountable | Support | Responsible | Informed |
| | Teaching: VP/DHT Support: Senior leaders HTs/Principal | | Informed | Support | Consulted | Accountable/ Responsible |
| | All other staff | | Informed | Support | Informed | Accountable/ Responsible |
| Approval of formal restructure plans | | | Consulted | Support | Accountable | Responsible |
| Approval of severance or redundancy agreements | | Informed | Consulted | Support | Accountable | Responsible |
| Authority to issue warnings or other disciplinary measures except dismissal | | | Informed | Support | Informed | Accountable/ Responsible |
| Authorisation of settlement agreements | | | Informed | Support | Accountable | Responsible |
| Suspension | | | Informed | Support | Accountable | Responsible |
| Dismissal (in accordance with the Trust disciplinary and capability policies) | | | Informed | Support | Accountable | Responsible |
| Dismissal Appeals | | | Informed | Support | Accountable | Responsible |
| Employment relations-negotiations and consultation | | Informed | Accountable/ Responsible | Responsible/ Support | Consulted | Consulted/ Responsible |
| School closure-planned e.g. Union strike action | | | Consulted | Support | Accountable | Responsible |
| QUALITY ASSURANCE | | | | | | |
| Overseeing the effectiveness of services provided centrally by the Trust | | Consult | Accountable | Responsible | Consulted | Consulted |
| COMMUNICATIONS | | | | | | |
| Media and PR - overseeing public relations activities to project the | | | Informed | Support | | Accountable/ Responsible |

Delegated Authority Framework.

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|--|--|--|--|--|--|
| activities of the Trust and the Academies to the wider community | | | | | |
|--|--|--|--|--|--|

| HEALTH AND SAFETY | | | | | |
|---|-------------|-------------|-------------|----------------------|--------------------------|
| Delegated functions | TRUST | | | SCHOOLS | |
| | Trust Board | CEO | Trust Lead | Local Governing Body | Principal/Headteacher |
| Trust Health and Safety Policy | Accountable | Responsible | Support | Responsible | Responsible |
| Ensuring the adequacy of health and safety practice throughout the Trust | Accountable | Responsible | Support | Responsible | Responsible |
| Critical incident planning | | Inform | Support | Consult | Accountable/ Responsible |
| Health and Safety RIDDOR reporting | | Inform | Support | Consult | Accountable/ Responsible |
| School closure-Bad weather procedures | | Inform | Support | Consult | Accountable/ Responsible |
| Health and Safety Accident reporting | | Inform | Support | Consult | Accountable/ Responsible |
| Statutory training | | Inform | Support | Consult | Accountable/ Responsible |
| Statutory compliance testing | | Inform | Support | Consult | Accountable/ Responsible |
| School health and safety arrangements including committee and use of risk assessments | | Inform | Support | Consult | Accountable/ Responsible |
| Fire risk assessment | Inform | Accountable | Responsible | Inform | Responsible |
| Asbestos risk assessment | Inform | Accountable | Responsible | Inform | Responsible |
| Monitoring and action plans in relation to safety of sites including buildings conditions | Inform | Accountable | Responsible | Inform | Responsible |