



HEALING MULTI-ACADEMY TRUST

Delegated Authority Framework – Schools with Partial Scheme of Delegation

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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 PARTIAL 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	Informed	Informed
Approve terms of reference for LGBs	Informed	Accountable	Responsible	Support	Informed	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	Informed	Informed
Negotiation and re-negotiation of contracts			Responsible	Support	Consulted	Consulted
Schools - HP, Leasing and other Agreements			Responsible	Support	Consulted	Consulted
Schools - Disposal of Assets			Responsible	Support	Consulted	Accountable/ Responsible

Schools with Partial Scheme of Delegation.

Schools - Premises Maintenance Programme			Responsible	Support	Consulted	Accountable/Responsible
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				

Schools with Partial Scheme of Delegation.

Review effectiveness - Trust performance	Informed	Consulted Informed	Accountable/ Responsibility	Responsible	Consulted	Consulted
Forming Local Governing Bodies	Informed	Accountable	Responsible	Support	Responsible	Responsible
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	Support	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		Accountable	Support	Support	Responsible	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	Informed	Responsible	Support	Accountable	Responsible	

Schools with Partial Scheme of Delegation.

challenging the use and value for money						
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- ensuring appropriate levels of support, challenge and intervention to support		Informed	Responsible	Support	Accountable	Responsible
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		Informed	Responsible	Support	Accountable	Responsible

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compliance with statutory requirements					
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	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					

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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		
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	Accountable	Support	Consulted	Consulted
Expenditure and ensuring delivery of Annual Budgets		Accountable	Support	Responsible	Responsible
Approval of Trust budget and school contributions	Accountable	Responsible	Support		
Authority to make budget virements		Accountable	Support	Responsible	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]	Informed	Support	Responsible	Accountable	Responsible

Schools with Partial Scheme of Delegation.

[Selection from preferred supplier list unless otherwise agreed with Finance Lead]					
Ensuring compliance with tendering processes	Informed	Responsible	Support	Accountable	Responsible
BANKING AUTHORITY & CASH MANAGEMENT					
Approval to borrow money	Accountable	Responsible	Support	Consulted	Consulted
Cashflow Management, Treasury & Investment	Informed	Accountable	Responsible	Responsible	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	Accountable	Informed	Responsible
Income		Responsible	Accountable	Informed	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	Accountable	Responsible	Support	Consulted	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	Accountable	Support	Responsible	Responsible

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Approval to increase school Headcount within existing staffing budget		Informed	Accountable	Support	Responsible	Responsible
Redundancies <i>[Trust respondent in Tribunal cases]</i>		Accountable	Responsible	Support	Consulted	Consulted
Job Description sign off		Accountable	Responsible	Support	Consulted	Responsible
GRADE OF POSTS (TEACHING AND SUPPORT STAFF)						
Job evaluation policy & procedures		Informed	Accountable	Responsible/ Support	Consulted	Responsible
Authorised to evaluate new jobs and grades <i>[E.g. spot points and scales]</i>			Accountable	Responsible/ Support	Consulted	Responsible
Authorised to evaluate existing jobs and grades <i>[E.g. spot points and scales]</i>				Accountable	Informed	Responsible
Authorised to agree/vary basic employment Terms & Conditions			Accountable	Responsible	Consulted	Consulted
RECRUITMENT						
Trust Recruitment packs				Support Accountable		Responsible
Recruitment and appointment of CEO		Accountable/Responsible		Support	Informed	Informed
Recruitment and appointment of:	HTs/Principals	Accountable	Responsible	Support	Consulted	
	Trust Core Team	Accountable/Responsible	Responsible	Support	Informed	Informed
Recruitment and appointment of Vice Principals/Deputy Headteachers		Consulted	Consulted Accountable	Support	Responsible	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	Consulted
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			Accountable	Support	Responsible	Responsible

Schools with Partial Scheme of Delegation.

allowances including Recruitment and Retention allowances and Long Service Awards					
Annual Pay Progression	Informed	Informed	Support	Accountable	Responsible
PENSION AND POLICY DISCRETIONS					
Handling of all pension matters (teachers and support staff)		Accountable	Responsible		Responsible
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	Consulted	Consulted
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	Consulted	Consulted
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
	Teaching: VP/DHT Support: Senior leaders HTs/Principal		Informed	Support	Consulted
	All other staff		Informed	Support	Informed
Approval of formal restructure plans		Accountable	Support	Consulted	Responsible
Approval of severance or redundancy agreements	Accountable	Responsible	Support	Consulted	Responsible
Authority to issue warnings or other disciplinary measures except dismissal		Informed	Support	Informed	Accountable/ Responsible
Authorisation of settlement agreements		Accountable	Support	Consulted	Responsible
Suspension		Informed	Support	Accountable	Responsible
Dismissal (in accordance with the Trust disciplinary and capability policies)		Accountable	Support	Consulted	Responsible
Dismissal Appeals		Informed	Support	Consulted	Responsible

Schools with Partial Scheme of Delegation.

Employment relations-negotiations and consultation	Accountable	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 activities of the Trust and the Academies to the wider community		Accountable/ Support	Support		Responsible

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

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