



HSAT Scheme of Delegation 2020-2021	Members of the Company	Directors (Trustees)	Finance, Risk & General Purposes Committee	Standards Committee	Academy Councils	CEO	Executive Leadership / Principals Group	Chief Finance Officer
<b>Governance</b>								
Determine the objects of the Company	✓							
Approve Deed of Variation and Articles	✓							
Determine company policies and ethos		✓						
Ensure that appropriate indemnity insurance is in place to cover the liability of Directors		✓						
Determine expenses policy for Directors			✓					
Establish subsidiary companies to carry on any trade or business for the purpose of raising funds for the Company	✓							
Ensure that accounts are prepared in accordance with the relevant Statement of Recommended Practice as if the Company was a non-exempt charity and Parts 15 and 16 of the Companies Act 2006 and filed with the Secretary of State and the Principal Regulator each Academy Financial Year	✓	✓	✓			✓		✓
Approve Annual Report in accordance with the Statement of Recommended Practice as if the Company was a non-exempt charity and file these with the Secretary of State and the Principal Regulator each Academy Financial Year		✓						
Comply with obligations under Part 24 of the Charities Act 2006 (or any statutory re-enactment or modification of that Act) with regard to the preparation of an annual return to the Registrar of Companies and in accordance with the Statement of Recommended Practice as if the Company was a non-exempt charity and to the Secretary of State and the Principal Regulator each Academy Financial Year		✓						
Hold General Meetings in accordance with Articles of Association	✓	✓						
Determine whether any of Directors' powers be delegated to a committee, CEO or other holder of executive office		✓						
Determining the constitution, membership and proceedings of Academy Councils		✓						
Reviewing schemes of delegation		✓						
Appointment of up to 6 Directors to represent the Trust as set out in Articles of Association	✓							
Appointment of Chair & Vice Chair of Board of Directors		✓						
Co-option of Directors to the Board		✓						
Making arrangements for election of Parent Members of Academy Councils		✓						
Power to co-opt and remove such co-opted members of Academy Councils		✓						
Appointment of Clerk to the Directors, Committees and Academy Councils		✓						
Appoint Chair of Committees and Academy Councils		✓			✓			
Power to appoint committees, determine constitution, membership and proceedings of committees		✓						
Determine functions and proceedings of Academy Councils		✓						
Ability to give views on suitability of appointments to Academy Council membership (not elected categories)		✓						
Power to manage the business of the Company and exercise all the powers of the Company		✓						
Power to expend the funds of the Company in such manner as they shall consider most beneficial for the achievement of the Object (as delegated by the Board)			✓					
Power to invest in the name of the Company such part of the funds as they may see fit and to direct the sale or transposition of any such investments and to expend the proceeds of any such sale in furtherance of the Object (as delegated by the Boards)			✓					
Duty to adhere to instructions given by CEO					✓		✓	✓
Instituting, settling or compromising any legal proceedings instituted or threatened against the Trust or an Academy or submitting to arbitration or alternative dispute resolution any dispute involving the Trust or an Academy			✓			✓		
Responding to any investigation or Ofsted visit and issuing direction to Academy Councils		✓				✓		
Consulting with CEO before responding to any investigation or Ofsted visit							✓	
Monitoring viability of extended services and community needs (and reporting to Directors accordingly)						✓		✓
Holding Academy Councils to account for performance of all Trust academies		✓		✓		✓		
Obligation to ensure high standards overall		✓			✓			



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	Put systems in place to ensure quality, safety and good practice		✓			✓		
Schools self-evaluation and quality assurance					✓		✓	
Responsibility for evaluating, monitoring and challenging standards				✓	✓	✓		
Setting and reviewing of the curriculum having regard to any views of the Academy Councils						✓	✓	
Evaluating, monitoring and challenging implementation of the curriculum					✓			
Determining school session times		✓						
Considering formal complaints (stage 2) against CEO		Chair						
Considering formal complaints (stage 2)						✓		
Considering formal complaints (stage 3)		✓ Commi tee						
Determination of Published Admission Policy and written consent to changes to admission criteria		✓						
Application of Admissions Policy						✓	✓	
Evaluate, monitor and challenge pupil attendance					✓			
Decision to expand any academy		✓						
Determining or changing the name of an academy		✓						
Power to exclude pupils (where no statutory Headteacher)						✓		
Consideration of representations from parents re. exclusions		✓ Commi tee						
Consideration of fixed term exclusions over 15 days and permanent exclusions		✓ Commi tee						
Approve school holidays with regard to the view of Academy Councils		✓						
Evaluate, monitor and challenge Learners' Experiences in one or more academies					✓			
Approve the Academy Improvement Plans						✓		
Evaluate, monitor and challenge progress in Academy Improvement Plans					✓			
Evaluate, monitor and challenge outcomes at each Academy level					✓	✓		
Consider and monitor outcomes at each Academy level – this includes updates in KPIs in relation to attendance, exclusion, racial incidents, parent/student questionnaires and Academy Improvement Plans					✓			
Approve Academy SEFs						✓	✓	
Evaluate, monitor and challenge the SEFs, recognising improvements					✓			
Evaluate, monitor and challenge progress data for each Academy					✓			
Approve the Strategic Plan and monitor implementation throughout the year				✓				
Consider, review and approve policies		✓	✓	✓				
Monitor and evaluate the implementation of the Appraisal procedure/CDP Policy and their effect on the quality of teaching and learning across the Trust through the annual Professional Learning Impact Report				✓				
Act as statutory Headteacher with regard to those functions which cannot be delegated to Principals						✓		
Advising the Trust on Strategic direction, forward planning and quality assurance						✓		
Receive annual report from Improvement Partner for one or more academies					✓			
Approve evaluation of Trust KPIs and areas for development across the Trust for the next academic year				✓				
Monitor achievement towards Trust KPIs for all academies throughout the year				✓		✓		
<b>Premises Management</b>								
Prepare reports in relation to buildings and facilities							✓ Via P&M	
Exercise responsibilities for maintenance of the buildings and facilities, having due regard to the safety of the users and the legal responsibilities of the Directors as owners of such buildings and facilities			✓			✓	✓	
Receive and consider estate management strategy / plan			✓					

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Determine level of capital investment in buildings and facilities taking account of feedback from Academy Councils			✓					
Disposal or acquisition of land and property		✓						
Insuring the land and building used by the academies		✓						
To undertake inspection of academy premises and monitor action plans in line with Trust policies							✓	
Secure such professional advice as necessary to ensure effective management of estates to ensure suitability and sufficiency of accommodation in line with procurement procedures						✓	✓	
In conjunction with the Directors contribute to the estate management strategy which will identify the suitability of building and facilities in light of long term curriculum needs and the need for, and availability of, capital investment			✓		✓	✓	✓	
Incurring capital expenditure which is provided for within agreed budget in line with financial procedures						✓	✓	
Determine priorities in relation to capital projects/expenditure			✓					
Consider applications for hire of premises in accordance with procedures and make recommendation to Directors							✓	
Hire of premises – consider and ensure such use is in accordance with Trust policies and Trust approved			✓					
<b>Employment</b>								
Determine policies and set pay terms for all academy staff including contracts, terms and conditions			✓					
Follow policies for all academy staff including contracts, terms and conditions as set by Directors			✓		✓	✓	✓	
Adopting HR Policies			✓					
Power to direct workforce to work across the Trust						✓		
<b>APPOINTMENTS &amp; STAFFING STRUCTURES</b>								
Appointment/dismissal of CEO		✓						
Appointment/dismissal of Principals		✓				✓		
Appointment of teaching and support staff at academy level							✓	
Determine leadership structure (overall company)			✓					
Determine staffing within existing resources						✓	✓	
Determine reorganisation of staffing structure within existing resources.						✓		
Appointment of senior leadership staff						✓		
Responsibility for the appointment of staff where the exigencies of service delivery (eg increased student numbers, individual student need, recognised additional staff workload) demand this						✓		
<b>SALARY ISSUES</b>								
Arrange annual appraisal of Principals/all leadership and make recommendations on pay						✓	✓	
Arrange annual appraisal of Head Office Staff/ and make recommendations on pay						✓		
Arrange annual appraisal of other academy staff and make recommendations on pay							✓	
Annual appraisal of CEO and determination of salary		✓ Committee	✓					
Annual determination of salary of Principals and other leadership group staff			✓			✓		
Annual determination of salary of other employees based on recommendation of Principals			✓			✓		
Consideration of re-grading claims from support staff (staff in academies)			✓			✓		
Consideration of re-grading claims from support staff (staff in Head Office, or leadership posts)			✓			✓		
Consider salary appeals across the Trust		✓ Committee						
<b>GENERAL</b>								
Consider requests for flexible working/early retirement (academy staff –other than Senior Leadership)						✓	✓	
Consider requests for flexible working/early retirement (Leadership /Head Office staff)						✓		

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Appeals against Flexible working (academy staff other than Senior Leadership)						✓		
Appeals against Flexible working (Leadership /Head office staff)		✓ Committee						
Monitoring and receiving reports on staff attendance			✓					
Consider conflicts Code of Conduct declarations/disclosures						✓		
In conjunction with the Chair of the Board, authorising of Settlement Agreements – up to £50,000						✓		
Authorising of Settlement Agreements of £50,000 or more must have prior approval from the ESFA before any binding settlement offer is made			✓					
Ensure safeguarding procedures are in place and at least one Director has completed the safer recruitment training along with the CEO		✓						
To review/realign the Individual School Range			✓					
To agree and conduct procedures for capability, discipline, grievance, attendance, whistle blowing and staff welfare issues in line with agreed policies		✓						
<b>Financial Management Procedures</b>								
As Accounting Officer and CEO, overall accountability and management of the Trust budget as approved by the Board of Directors						✓		
Ensure that sound and appropriate financial governance are in place	✓	✓				✓		✓
Determination of level of central charges to individual academies		✓				✓		
Maintain proper accounting records including the preparation of income and expenditure reports, cash flow statements and balance sheets								✓
Manage the Trust's cash flow and monitor income and expenditure in accordance with policies determined by the Board								✓
Review financial management arrangements and delegation of powers at least annually		✓						
Prepare and monitor budgets		✓	✓					✓
Contribute to the financial priorities					✓		✓	
Approve Trust budget		✓						
Monitor individual academy budget			✓					
Budget holders up to the value of £3,000							✓	
Authorise expenditure between £3,000 but less than £10,000								✓
Authorise expenditure up to £50,000						✓		
Authorise expenditure over £50,000			✓					
Virements between and within budget headings of up to £50,000						✓		
Virements in excess of £50,000			✓					
Ultimate responsibility for ensuring budget is conducted in accordance with requirements		✓						
Determine use of surpluses			✓					
Determine and review the Reserves Policy			✓					
Ensure high standards of probity in the management of public funds in particular securing value for money around expenditure	✓	✓			✓	✓	✓	✓
Ensure that funds are spent in accordance with legislation (regularity) and principles of parliamentary control (propriety)						✓		✓
Monitoring and ensuring effective use of specific targeted resources eg Sports Premium and Pupil Premium					✓			
Ensure the delivery of annual accounts								✓
Overall responsibility for accounts of the company		✓				✓		
Ensure that financial management accounts are produced			✓					
Ensure appropriate procedures in place for safeguarding of funds (overall)		✓				✓		
To inform Directors of need for any unplanned expenditure including input from Academy Councils					✓	✓	✓	
Ensure that the Directors are informed of need for any significant unplanned expenditure and options for identifying available funding (Head Office / other)						✓		
Responsibility to ensure that adequate financial risk management strategies are in place			✓					
Ensure that financial risk management strategies are adhered to			✓					

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Receive monitoring reports on individual academy budget			✓			✓	✓	
Receive regular reports on budgets		✓	✓			✓		
Determine how CEO's financial powers will be exercised where the substantive post holder is absent		✓						
Approval of Annual Financial Statements		✓						
Determining cost of school meals/extended services			✓					
Giving consent to changes to extended services or other activities provided by or through academies			✓					
Monitor quality of extended services and use of effectiveness and make recommendations					✓	✓	✓	
Ensure that asset register is in place in line with financial procedures						✓		✓
Authorise disposal of equipment in line with financial procedures up to the value of £500								✓
Authorise disposal of equipment in line with financial procedures between the value of £500 and £2,500						✓		
Authorise disposal of equipment in line with financial procedures over the value of £2,500			✓					
To agree the taking up of any leasehold or tenancy agreements up to a maximum of three years			✓					
Discretion to write off up to the value of £80 student related debts						✓		
To agree the writing off of debts and liabilities (except where the prior written consent of the Secretary of State is required) in accordance with the Finance Policy			✓					
Appoint bankers and approve banking arrangements including authorised signatories			✓					
<b>Purchasing Goods or Services</b>								
Determine the internal distribution of capitation between departments within the academy						✓		
Approve expenditure of £50,000 or over and authorise orders after formal tenders (in line with Finance Policy)			✓					
Approve contracts – procurement over £50,000			✓					
<b>Risk Management / Internal Assurance</b>								
Ensure that risk management arrangements are in place						✓		✓
Responsibility to develop risk management strategies						✓	✓	✓
Consider and approve the risk management plans for each academy			✓					
Agree the internal assurance work programme			✓					
Consider Internal assurance reports and, when appropriate, advise the Directors of material controls issues			✓					
Monitor the implementation of agreed recommendations relating to Internal Assurance reports			✓					
Advise the Trust on the appointment, reappointment, dismissal and remuneration of the external auditor			✓					
Establish relevant performance measures and indicators, and to monitor the effectiveness of the external auditor.			✓					
Review the annual financial statements in the presence of the external auditor, including the auditor's formal opinion, the governance statement, including consideration of the internal control systems effectiveness, risk management statements and any relevant issue raised in the external audit management letter.			✓					
Recommend the annual financial statements to the Board of Directors for approval.			✓					
Review the adequacy of the Trust's Risk Management Policy and procedures and to regularly review the risk register.			✓					
Monitor and implementation of Risk Management			✓					
Duty to ensure that appropriate risk management systems are in place external (Residential) visits							✓	
Approval of residential visits, following full risk assessments and sign-off by LA's H&S Officer						✓		
Review the Trust's anti-fraud arrangements			✓					
Ensure that all allegations of fraud and irregularity are properly followed up and control weaknesses addressed								✓

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Produce an annual report for the Trust and Accounting Officer, which should include advice on the effectiveness of the Trust's risk management, control and governance processes, and any significant matters arising from the work of the Responsible Officer and the external auditor			✓					
Review the risk register and focus on key risks throughout the year			✓					
Business Continuity Plan – oversee census data/returns						✓		
Ensure appropriate framework for risk management plans		✓						
Keep under review risk management plans – academy level							✓	
Ensure academy websites are compliant and fit for purpose				✓			✓	
Ensure the Trust website is compliant and fit for purpose					✓			

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