



The Hawksmoor Learning Trust

Scheme of Delegation

GOVERNANCE				
Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
<p>To review and amend the Articles of Association</p> <p>To change the name of the Academy Trust</p> <p>To receive an annual report from the Trustees and the CEO on the Academy Trust's performance</p> <p>Appoint Trustees to the Board</p> <p>Oversees strategy for Trust growth</p>	<p>Set strategic objectives of the Trust & Academies</p> <p>Develop the character, mission & ethos of the Trust</p> <p>Scrutiny: Performance – review & challenge progress of the Trust against its strategic objectives and KPIs</p> <p>To review and amend:</p> <ul style="list-style-type: none"> • The Governance Charter and the Terms of Reference for the Trust Board and sub-Committees; • The Constitution and Terms of Reference of the Local Academy Boards (including those relating to 	<p>To provide regional overview, scrutiny and challenge of academy education and financial performance against the Trust's strategic objectives and KPIs</p> <p>To attend meetings of the Trustees and to provide a CEO's report</p> <p>To support the appointment process for the Company Secretary and the Clerk</p> <p>To secure professional advice on behalf of the Trustees as may be requested</p>	<p>To champion The Hawksmoor Learning Trust vision and values in the academy and to ensure the spiritual wellbeing of the pupils.</p> <p>To determine the educational and spiritual character, mission or ethos of a particular Academy (to the extent that it is not inconsistent with that of the Academy Trust) in collaboration with the Headteacher.</p> <p>To ensure that the school has a medium to long-term vision for its future and that there is a robust strategy in place for achieving its vision.</p>	<p>To develop and implement the educational character, mission or ethos of a particular Academy (to the extent that it is not inconsistent with that of the Academy Trust) as determined by the LAB</p> <p>To attend meetings of the LAB and to provide a Headteachers report</p> <p>To support the appointment process for the Clerk</p> <p>To implement Trust-wide policies to Academies as recommended by the Executive Team</p> <p>To contribute to collective Trust strategy and evaluation</p>

GOVERNANCE

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	<p>Transition and Intervention Boards);</p> <ul style="list-style-type: none"> • The Terms of Reference for the Executive Team. • To determine the Board's Reserved Matters • To determine the educational character, mission and ethos of the Academy Trust • To appoint a Company Secretary • To appoint a Clerk to the Board of Trustees, and to the LAB's • To review and amend the policies of the Academy Trust • To conduct an annual audit of skills and identify areas of need for training and recruitment of expertise 	<p>To support the Trustees and the Academies in the preparation of Trust- wide and Academy specific policy requirements</p> <p>To establish regional forums (or more localised) for:</p> <ul style="list-style-type: none"> • Chairs of governors; and • Headteachers <p>To ensure there is effective communication between the Trustees and the LAB</p> <p>To support the Chairs of Governors on the leadership of their respective LABs</p>	<p>To review and amend the policies of the Academies (in line with any Academy Trust prescribed policy)</p> <p>To implement a means whereby the Academy can receive and react to pupil, parent and staff feedback</p> <p>To establish and maintain a relationship with members of the local community</p> <p>To appoint (and remove) from its number: Chair, Vice- Chair and Local Governors with specific responsibilities.</p>	<p>through engagement with Executive teams</p>

FINANCE				
Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
To appoint external auditors	<p>To ensure compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds</p> <p>To adopt a Trust finance policy</p> <p>To appoint internal auditors</p> <p>To sign off annual accounts and report</p> <p>To approve the financial scheme of delegation</p> <p>To appoint a finance committee</p> <p>To devise a funding model across the Trust and develop an individual funding model for the Academies so as to secure the Trust's financial health in the short term and the long term</p> <p>To approve the annual budget</p>	<p>Report to the Board of Trustees</p> <p>To review the budgets for the Academies and consider any variances on delegated budget reported by the LABs and make recommendations to the Trustees (FD)</p> <p>To ensure adequate risk, financial and asset management systems are in place across Trust academies (FD)</p> <p>To ensure proper financial controls are in place. (FD)</p> <p>To develop standardised financial reporting formats for Trust academies to report to Trustees (FD)</p> <p>To consider any variances on delegated budget reported by the LABs and make recommendations to the Trustees (FD)</p> <p>To prepare the annual budget</p>	<p>To appoint a Local Governor responsible for finance and Responsible Officer</p> <p>To approve the annual budget for the Academy</p> <p>To maintain a register of business interests</p> <p>To monitor the income, expenditure and cash flow of an Academy</p> <p>To ensure proper financial controls are in place at the Academy</p> <p>To ensure any variances from the budget are reported to the Executive Team</p> <p>To ensure provision of free school meals to those pupils meeting the criteria</p>	<p>To ensure the preparation of the annual budget for the Academy with the assistance of relevant staff</p> <p>To manage the income, expenditure and cash flow of an Academy</p> <p>To prepare monitoring reports for the LABs</p> <p>To implement proper financial controls are in place at the Academy</p> <p>To ensure provision of free school meals to those pupils meeting the criteria</p> <p>To set up and approve staff expenses at the Academy</p> <p>To ensure timely financial reporting to the Trustees using Trust formats</p>

FINANCE

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	<p>for the Trust</p> <p>To approve any significant changes to the approved budget</p> <p>To monitor income, expenditure, cash flow and balance sheet of the Academy Trust</p> <p>To establish a charging and remissions policy and to keep this under review</p> <p>To appoint an Accounting Officer</p> <p>To maintain a register of business interests</p> <p>To determine the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation</p>	<p>for the Trust (FD)</p> <p>To monitor the income, expenditure, cash flow and balance sheet of the Trust (FD)</p> <p>To prepare monitoring reports for the Trustees (FD)</p> <p>To act as the Accounting Officer (CEO)</p> <p>To maintain a register of business interests (of the Executive Team) (FD)</p> <p>To set up and approve staff expenses for the Executive Team (CEO)</p> <p>To open bank accounts (FD+CEO)</p>		

CONTRACTS				
Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
To approve any service contracts for Trustees	<p>To adopt a Trust-wide procurement policy</p> <p>To set the delegated levels of authority for contracts</p> <p>To approve contracts in accordance with Finance and Procurement Policies</p> <p>To approve contracts which constitute related party transactions</p> <p>To set up and approve Trustee expenses in accordance with the Trust Conflict of Interest policy</p>	<p>To review opportunities for collaborative procurement</p> <p>To enter into contracts up to the limits of delegation and within an agreed budget</p> <p>To make payments within agreed financial limits</p>	To approve contracts in accordance with Finance and Procurement Policies	<p>To make payments within agreed financial limits</p> <p>To enter into contracts up to the limits of delegation and within an agreed budget (D)</p> <p>To act as a signatory of an Academy specific bank account (D)</p> <p>To support the Trust Board in its monitoring and evaluation of the delivery of any central services and functions provided or procured by the Academy Trust for the Academy</p>

CURRICULUM AND STANDARDS

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
<p>To receive an annual report from the Trustees and the CEO on standards</p>	<p>To appoint an education standards committee</p> <p>To review the work of the CEO</p> <p>To determine Trust- wide curriculum principles to ensure provision of a balanced and broadly based curriculum that supports the ethos, vision and values of the Trust, and to include:</p> <ul style="list-style-type: none"> • a prohibition on political indoctrination and a balanced treatment of political issues; and • a written policy on sex and relationship education • a reflection of British Values <p>To determine a Trust- wide policy on religious education and collective acts of worship</p> <p>To receive a termly report from the Executive Team regarding standards</p> <p>Board will liaise with Ofsted where MAT is inspected and</p>	<p>Ensure appropriate levels of support, challenge and intervention to support delivery of education outcomes</p> <p>To develop standardised reporting format and determine KPIs and evidence base for Trust academies</p> <p>To review Key Performance Indicators (KPIs) across the region for identification of any areas of concern for referral to the Trustees</p> <p>To provide oversight of the implementation of the Trust- wide curriculum principles and policies</p> <p>To provides a termly report to the Trustees regarding standards</p> <p>To provide oversight of the target setting for pupil achievement and progress by the Headteacher and monitor against targets</p> <p>To monitor the KPI figures</p>	<p>To approve the curriculum proposed by the Headteacher and obtain the agreement of the CEO</p> <p>To ensure effective processes are in place for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the Academy</p> <p>To monitor the KPI figures reported from the Headteacher relating to standards</p> <p>To develop, monitor and approve the Academy Development Plan</p> <p>Review academy self – evaluation</p> <p>Board will liaise with Ofsted where MAT is inspected and it will assist with an Academy inspection.</p>	<p>To lead curriculum development at the academy in support of the ethos, vision and values of the Trust and reflecting the unique characteristics of the academy</p> <p>To ensure the curriculum is delivered at the Academy including compliance with any funding agreement requirements</p> <p>To make provision for a daily collective act of worship</p> <p>To set targets for pupil achievement and progress and monitor against targets</p> <p>To report termly KPI figures for the Executive Team and the LAB relating to standards in accordance with Trust reporting schedule</p> <p>To prepare a draft Academy Development Plan for approval by the LAB using Trust template</p> <p>To ensure effective processes are in place and carry out the</p>

CURRICULUM AND STANDARDS

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	<p>it will assist with an Academy inspection.</p>	<p>reported from the Headteacher relating to standards</p> <p>To lead half-termly leadership strategy meetings with academy HTs reviewing pedagogy and practice, support benchmarking and moderation to drive Trust school's improvement</p> <p>Quality assure academy self-evaluation</p> <p>CEO will ensure the Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review</p> <p>CEO will support LABs and Principals/Headteachers for individual Academy inspections</p>		<p>self-evaluation process across all areas of the Ofsted framework using a Trust template and report and update termly to the LAB and CEO</p> <p>To attend and contribute to the leadership strategy meetings to support trust wide improvement and the sharing of good practice</p>

SPECIAL EDUCATIONAL NEEDS (SEN)				
Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	To determine a Trust- wide SEN and Disability Discrimination Act policy	To review KPIs across the region for identification of any areas of concern for referral to the Trustees To provide oversight of the implementation of the Trust- wide SEN policy To ensure compliance with the Disability Discrimination Act requirements within the Academies	To appoint a Local Governor responsible for SEN and inclusion To review and maintain the Academy's SEN policy To provide oversight of the implementation of the policy within the Academy and compliance with the Disability Discrimination Act requirements	To designate a teacher to be responsible for co-ordinating SEN provision To liaise with the local authority in respect of students who have (or might have) SEN To make provision for SEN pupils with or without a statement or Education, Health and Care plan To ensure compliance with the Disability Discrimination Act requirements within the Academy

SAFEGUARDING				
Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	To adopt a Trust-wide safeguarding and Child Protection policy To adopt a Trust-wide policy regarding school trips	To review KPIs across the region for identification of any areas of concern for referral to the Trustees To ensure that each Academy has appointed a designated teacher to support looked after children	To appoint a designated governor for safeguarding and supporting looked after children and to ensure the role is compliant with statutory guidance To review and maintain a	To appoint a designated teacher for safeguarding and the support of looked after children and to ensure the role is compliant with statutory guidance To maintain the Single Central Record for the academy

SAFEGUARDING				
Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
		<p>To make arrangements for safeguarding audits to be conducted by independent personnel</p> <p>To report to the Trustees on the procedures in place for safeguarding and on matters as they arise</p>	<p>safeguarding and child protection policy for the Academy (consistent with the Trust-wide policy)</p> <p>To ensure the completion of the single central record and its regular up-dating</p> <p>To approve off-site visits for pupils of more than 24 hours in accordance with Trust policy</p>	<p>To apply Trust wide policy regarding school trips and visits.</p>

BEHAVIOUR				
Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	<p>To approve individual academy behaviour policy in line with Trust ethos and values.</p> <p>To review the use of exclusions across the Academy Trust</p>	<p>To review KPIs across the region for identification of any areas of concern for referral to the Trustees</p> <p>To review individual academy behaviour policies and make recommendations for approval by the Trustees</p> <p>To review the overall pattern of exclusions and to report to the Trustees</p>	<p>To review and agree Behaviour policy for Trustee approval</p> <p>To convene a committee to review any exclusion of a pupil</p>	<p>To prepare a behaviour policy for the Academy for adoption by the LAB</p> <p>To exclude a pupil for a fixed term or permanently</p>

ADMISSIONS

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	<p>To approve local Academy admissions policies</p> <p>To ensure that the impact of any proposed changes to an Academy's admission arrangements are considered in light of the other Academies in the region</p>	<p>To advise on Trust/Academy admissions policies for adoption by the Trustees</p> <p>To provide oversight of and support of the implementation of the admissions arrangements across the Academy Trust</p> <p>To monitor academy pupil numbers for the Trustees</p>	<p>To agree the Academy admissions policy subject to approval of the Trustees</p> <p>To undertake consultation, publish admissions and determine arrangements as required in accordance with the School Admissions and Appeals Codes</p> <p>To ensure effective arrangements are in place for pupil recruitment</p> <p>To contribute to the development of the Academy prospectus</p>	<p>To provide direction to the LAB as to requirements under the School Admissions and Appeals Codes</p> <p>To implement the Academy admissions policy</p> <p>To make arrangements for determining admissions and hearing admission appeals</p> <p>To participate in local admissions forum</p> <p>To ensure participation in the fair access protocol</p>

OTHER PUPIL RELATED MATTERS

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	<p>To receive a termly report from the Executive Team regarding standards (to</p>	<p>To review KPIs across the region for identification of any areas of concern for referral to</p>	<p>To review attendance and pupil absences (as part of the KPIs)</p>	<p>To maintain a register of pupil attendance</p>

OTHER PUPIL RELATED MATTERS

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	<p>include attendance)</p> <p>To adopt a Trust-wide Complaints policy and receive reports from the Executive Team regarding the level of complaints across the Academy Trust</p> <p>Determine term dates and approve the times of Academy sessions</p>	<p>the Trustees</p> <p>To review attendance and pupil absences (as part of the KPIs)</p> <p>To monitor the levels of attendance in the Academies and the use of home-Academy agreements and reports termly to the Trustees</p> <p>To monitor the impact of the pupil premium across the Academy Trust</p> <p>To monitor the impact of the sports premium in the Academy Trust</p> <p>To review the level of complaints across the Academy Trust</p>	<p>To appoint a Local Governor responsible for statutory grants including pupil premium</p> <p>To monitor the impact of the pupil premium in the Academy</p> <p>To monitor the impact of the sports premium in the Academy</p> <p>To adopt an Academy Complaints policy (consistent with the Trust-wide policy)</p> <p>To hear complaints at the relevant stage</p> <p>To ensure effective arrangements are in place for pupil support and representation at the Academy</p> <p>To support the Academy Trust and the Headteacher in the extended school provision in the Academy</p>	<p>To report on attendance and pupil absences (as part of the KPIs)</p> <p>To review and maintain home-Academy agreements</p> <p>To ensure effective deployment of the Pupil Premium and to monitor its impact</p> <p>To prepare an Academy complaint policy consistent with the Trust-wide policy for adoption by the LAB and to hear complaints at the relevant stage</p>

HUMAN RESOURCES

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Headteacher
	<p>To appoint an HR committee</p> <p>To define any overarching management structures across the Academy Trust and budget</p> <p>To adopt Trust-wide staff policies and procedures</p> <p>To appoint, suspend and dismiss the CEO and FD</p> <p>To conduct the performance management review of the CEO (acting through the Resources committee)</p> <p>To appoint, suspend and dismiss the Academy Headteachers acting through a committee and in consultation with the CEO</p> <p>To appoint, suspend and dismiss the Company Secretary and Clerk</p> <p>Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and</p>	<p>To approve staffing requirements</p> <p>To provide input as requested by the Trustees on the recruitment of Headteachers (CEO)</p> <p>To benchmark and report staffing levels and expenditure across the Trust (FD)</p> <p>To review the senior leadership and non- teaching structures for each Academy (CEO)</p> <p>To advise the Trustees on suitable Trust-wide policies and procedures and to ensure their effective implementation</p> <p>To monitor and review staffing changes across the Academy Trust (CEO)</p> <p>To monitor the implementation of the Academy Trust's policies at the Academy for HR matters including the appointment,</p>	<p>To participate in the process to appoint the Headteacher as requested by the Executive Team (acting with the delegated authority of the Trust Board) and to take part in the performance management of the Headteacher</p> <p>To support the Headteacher in the development and review (from time to time) of an appropriate staffing structure for the Academy and for the appointment of Academy staff to ensure that the Academy is fully staffed in accordance with that structure</p> <p>To ensure that there is effective communication between the Headteacher and the CEO</p> <p>To ensure the Academy Trust's policies on all HR matters are implemented in the Academy</p>	<p>To propose staffing requirements within each Academy and budget</p> <p>To implement the Trust-wide HR policies and procedures in the Academy</p> <p>To appoint teaching and non-teaching staff</p> <p>To suspend or dismiss teaching and non- teaching staff in consultation with the Executive Team</p> <p>To conduct the performance management of staff in the Academy</p> <p>To approve applications for early retirement, secondment and leave of absence</p>

HUMAN RESOURCES

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Headteacher
	<p>absence policies) in accordance with all appropriate regulations</p> <p>Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations</p> <p>Setting Terms and Conditions of Employment and Staff Handbook</p> <p>To ensure appropriate succession planning across the Trust</p>	<p>induction and performance management of staff, pay review process and procedures for dealing with disciplinary matters, grievances and dismissal</p> <p>To conduct the performance management review of the Academy Headteachers (CEO)</p> <p>To maintain accurate and secure staff records for the Executive Team and Trustees (FD)</p>		

INFORMATION MANAGEMENT AND COMMUNICATION

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	<p>To adopt data protection policies and procedures to cover:</p> <ul style="list-style-type: none"> the requirement to notify individuals as to how information is to be used and on the matter of safe 	<p>To monitor compliance with all data protection legislation and good practice across the Academies</p> <p>To support the individual academies on the effective safe storage of data</p>	<p>To ensure systems are in place in line with the Academy Trust's strategy at the Academy for effective communication with pupil, parents or carers, staff and the wider community</p>	<p>To ensure the publication of Academy information, ensuring that all electronic communication, including web pages, and Trust policy are up to date and fulfil statutory requirements</p>

INFORMATION MANAGEMENT AND COMMUNICATION

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	storage.	To ensure registration with the Information Commissioner's Office is up to date.	<p>Promoting partnership working between parents and the Academies to promote high standards of attendance, behaviour and learning</p> <p>Undertaking consultation with pupils, parents and other stakeholders as part of a programme of regular self-evaluation by the Academy to assess its performance against its stated aims and objectives.</p> <p>Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall pupil experience</p>	<p>To maintain accurate and secure pupil records</p> <p>To maintain accurate and secure staff records for the Academy</p> <p>To ensure compliance with all data protection legislation and good practice in the Academy and report any breeches to the Executive</p>

HEALTH AND SAFETY, RISK AND ESTATES

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	<p>To appoint a risk and audit committee</p> <p>To review risk management and maintain a risk register</p> <p>To approve insurance</p>	<p>To identify pro-forma risk matters to inform the Academy specific risk register</p> <p>To prepare the risk register for the Academy Trust</p>	<p>To appoint a Local Governor responsible for health and safety</p> <p>To review the risk register of the Academy and prepare the Risk report to Trustees</p>	<p>To prepare the risk register for the LAB using the Trust risk template</p> <p>To prepare a health and safety policy for the Academy (in line with the Trust-wide policy)</p>

HEALTH AND SAFETY, RISK AND ESTATES

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
	<p>arrangements</p> <p>To review and maintain a buildings strategy and asset management planning arrangements</p> <p>To adopt a Trust-wide health and safety policy</p> <p>To adopt a Trust-wide lettings policy</p> <p>Determine use of Academies' premises and ensuring premises are adequately maintained</p> <p>Acquiring and disposing of Trust land</p> <p>Changing use of Assets</p>	<p>To reviewing the Risk Reports provided by the LABs and make any recommendations to the Trustees as appropriate</p> <p>To monitor the arrangements for the effective supervision of building maintenance and minor works</p> <p>To monitor the implementation of the Academy's health and safety policy across the Academies</p> <p>To procure buildings and related insurance and make proposals to the Trustees</p> <p>To prepare a buildings strategy and asset management planning arrangements for Trustee approval</p> <p>To propose a Trust-wide health and safety policy for the Trustees' approval</p> <p>To monitor and support the implementation of the Trust-wide health and safety policy</p>	<p>To adopt a health and safety policy for the Academy (in line with the Trust-wide policy)</p> <p>To review the implementation of the above policy and ensure that appropriate risk assessments are being carried out in the Academy</p> <p>To conduct site inspections to review any health and safety issues and the security of premises and equipment</p>	<p>for adoption by the LAB</p> <p>To monitor the accident book and agree appropriate actions</p> <p>To ensure suitable risk assessments are prepared and appropriate actions taken</p> <p>To review security of premises and equipment</p> <p>To implement the Trust- wide lettings policy</p> <p>To liaise with the Executive Team on the accessibility plan for the Academy</p>

HEALTH AND SAFETY, RISK AND ESTATES

Members	Board of Trustees	Executive Team EP / FD	Local Academy Board	Academy Headteacher
		To draw up, agree and monitor an accessibility plan template for the Trust and monitor academy implementation in consultation with the Headteacher		

LAB - Local Academy Board

FD - Finance Director

EP - Executive Principal (Working title - CEO in M&A)