Halliard Trust

# Scheme of Delegation

| Key | |
|---|---|
| A<br>Accountable (and approver) | Answerable for the task being delivered. Delegates the task to those responsible.<br>There should be only one group/person accountable for each task/decision. |
| R<br>Responsible | Responsible for delivery and does the work to achieve the task. Can be shared between groups/individuals. |
| C<br>Consulted | Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge. |
| *Highlighted | Statutory expectation or necessary to comply with articles of association or funding agreement. |
| | In case of an Interim Executive Board, they will have the same delegation as LGB. |

# Scheme of delegation

# The Halliard Trust

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| Date approved: | 11 February 2025 |
| Approved by: | Trustees (red indicates changes made to original draft post review by Trustees based on LGB feedback) |
| Date of next review: | December 2025 |

## Document history:

| Date of review | Author | Note of revisions |
|---|---|---|
| | | Suggestions made post 11.2.25 to consider for next review |

## Delegation matrix

| | | Members | Trust board | CEO | LGB | Headteachers |
|---|---|---|---|---|---|---|
| | **1. Board business** | | | | | |
| 1.1 | Appoint/remove members | *A/R | | | | |
| 1.2 | Appoint/remove trustees | *A/R | | | | |
| 1.3 | Elect chair of trustees | | *A/R | | | |
| 1.4 | Appoint and remove board committee chairs | | *A/R | | | |
| 1.5 | Determine powers of chair in urgent situations | | A/R | | | |
| 1.6 | Establish and review trust governance structure | | *A/R | C | | |
| 1.7 | Agree named safeguarding trustee | | *A/R | | | |
| 1.8 | Agree named trustee for special educational needs and disabilities (SEND) | | *A/R | | | |
| 1.9 | Agree named careers trustee *(required in secondary schools)* | | *A/R | | | |
| 1.10 | Appoint/remove LGB chairs | | *A/R | | R/C | |
| 1.11 | Appoint/remove LGB members | | *A/R | | C/R | |

| | | Members | Trust board | CEO | LGB | Headteachers |
|---|---|---|---|---|---|---|
| 1.12 | Appoint/remove IEB chairs | | *A/R | | | |
| 1.13 | Appoint/remove IEB members | | *A/R | | | |
| 1.14 | Appoint trust governance professional | | *A | R | | |
| 1.15 | Agree LGB clerking arrangements | | | | *A/R | |
| 1.16 | Articles of association: review | | *A/R | | | |
| 1.17 | Articles of association: ratify changes | *A/R | | | | |
| 1.18 | Maintain and publish register of all interests (pecuniary and loyalty) for Members and Trustees Board | | A/R | | | |
| 1.19 | Maintain and publish register of all interests (pecuniary and loyalty) for LBGs | | | | A/R | |
| 1.20 | Ensure that Members' meetings are held at least once a year and additionally as required | A/R | | | | |
| 1.21 | Ensure that Trust Board meetings are held at least three times a year and additionally as required | | A/R | | | |
| 1.22 | Agree committee terms of reference and monitor committee meetings take place | | *A/R | C | C | C |
| 1.23 | Complete annual review of scheme of delegation | | *A | R | C | C |
| 1.24 | Commission external review of trust board effectiveness every three years | C | A/R | C | | |
| 1.25 | Complete annual trust board self-review including skills audit | | A/R | | C | |
| 1.26 | Complete local governance annual self-review including skills audit | | A/R | R | C | C |
| 1.27 | Publish governance arrangements on trust and academy websites | | *A | R | | |
| 1.28 | Ensure trust website is compliant and effective, including maintaining register of interests | | *A | R | | |
| 1.29 | Ensure academy websites are compliant and effective and maintaining register of interests | | *A | A | | R |

| | | Members | Trust board | CEO | LGB | Headteachers |
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| | **2. Vision and strategy** | | | | | |
| 2.1 | Determine trust's vision, strategy and key priorities | | A/R | R | C | C |
| | Review School vision, ethos and values | | C | A | C | R |
| 2.2 | Monitor key priorities and KPIs including business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality assurance processes | | A/R | R | | |
| 2.3 | Ensure engagement with stakeholders regarding vision, values and strategic priorities | | A | R | R | R |
| 2.4 | Apply trust vision and strategy to individual academies | | A | R | C | R |
| 2.5 | Determine Trust growth strategy; agree applications for schools to join the Trust and review due diligence | | A/R | R | | |
| 2.6 | Determine trust-wide policies | | *A | R | | |
| 2.7 | Determine academy level policies | | *A | R | C | R |
| 2.8 | Establish risk register and conduct regular review | | *A/R | R | | |
| 2.9 | Determine a programme of internal audit in line with the risk register and monitor its delivery | | *A | R | | |
| | **3. Finance and operations** | | | | | |
| 3.1 | Appoint and remove external auditors | *A/R | C | | | |
| 3.2 | Appoint and performance manage chief financial officer | | *A | R | | |
| 3.3 | Produce trust's scheme of financial delegation (see Financial Procedures Manual) | | *A | R | | |
| 3.4 | Receive external auditor's report | *A/R | | | | |
| 3.5 | Action recommendations made arising from audits | | *A | R | | R |
| 3.6 | Produce annual report and accounts | | *A | R | | |
| 3.7 | Submit statutory returns | | *A | R | | |
| 3.8 | Agree budget plan to support delivery of trust strategic priorities | | A | R | | |

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| 3.9 | Determine central services/ additional support required for Trust schools and schools' financial contribution to the cost of support | | A/R | R | | |
| 3.10 | Agree budget plan to support delivery of academy strategic priorities | | *A | A | C | R |
| 3.11 | Monitor trust budget | | *A/R | R | | |
| 3.12 | Carry out benchmarking and trust-wide value for money evaluation | | C | A/R | C | C |
| 3.13 | Agree reporting and monitoring arrangements for trust and academy budgets | | *A/R | R | C | C |
| 3.14 | Monitor academy estates to ensure safe and well maintained | | *A | | R | R |
| 3.15 | Agree data protection policy (and privacy notice) | | *A | R | C | C |
| 3.16 | Agree health and safety policy | | *A | R | C | C |
| 3.17 | Agree premises management documents, including Estate vision, Estate strategy and Asset management plan | | *A | R | C | C |
| 3.18 | Agree the scope and terms of collaboration/support between schools within the Trust and with schools that are not part of the Trust | | A | R | | |
| 3.19 | Take action to manage numbers on roll, attendance, unauthorised absence | | | | C | A/R |
| 3.20 | Decide the extent of any additional services offered by the school including extended services with due regard to the overall aims of the Trust and its charitable status | | | C | C | R |
| 3.21 | Determine annual priorities and allocation of School Condition Allowance | | A | R | | |
| 3.22 | Oversight of SCA and other capital expenditure over 2.5% of GAG | | A | R | | |
| 3.23 | Approve disposals or acquisition of land/buildings | | A | R | | |

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| | 4. Workforce | | | | | |
| 4.1 | Appoint and dismiss CEO/Accounting Officer | | *A/R | | | |
| 4.2 | Appoint and dismiss Chief Officers | | A | R | | |
| 4.3 | Appoint and dismiss Central Team | | | A/R | | |
| 4.4 | Performance manage CEO | | *A/R | | | |
| 4.5 | Agree CEO remuneration | | *A/R | | | |
| 4.6 | Conduct executive team and central team performance management | | C | A/R | | |
| 4.7 | Conduct headteacher performance management | | | A/R | C | |
| 4.8 | Agree headteacher remuneration | | A | R | C | |
| 4.9 | Conduct performance management of academy staff | | | | | A/R |
| 4.10 | Review and agree the Performance Management policy | | A | R | | C |
| 4.11 | Determine executive team staffing structure | | A | R | C | C |
| 4.12 | Determine academy staffing structure | | | A | C | R |
| 4.13 | Determine academy leadership roles and pay structure in each school | | A | R | C | C |
| 4.14 | Determine trust central team roles and pay structure | | A | R | | |
| 4.15 | Headteacher appointments and dismissal | | C | A/R | C | |
| 4.16 | Deputy Headteacher/other school senior leader appointments | | | C | C | R |
| 4.17 | Appointment of other teachers/appointment of non-teaching staff | | | | | R |
| 4.18 | Trust wide pay policy, terms and conditions of employment | | *A | R | | |
| 4.19 | Determine staffing policies including capability, disciplinary, grievance, performance management, | | *A | R | | |

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| | recruitment, flexible working, induction, leave and time off, probation, absence management | | | | | |
| 4.20 | Undertake panel hearings for disciplinary and capability matters relating to the CEO | | A/R | | | |
| 4.21 | Undertake panel hearings for disciplinary, grievance and capability matters relating to the central team | | A/R | | | |
| 4.22 | Undertake panel hearings for disciplinary, grievance and capability matters relating to academy staff | | A | C | R | C |
| 4.23 | Approval of exit payments/early retirement/pension discretion (above a certain threshold) | | *A/R | C | | |
| 4.24 | Agree whistleblowing policy | | *A/R | | | |
| | ## 5. Pupils and learning | | | | | |
| 5.1 | Agree safeguarding and child protection policy and procedure | | *A | R | C | C |
| 5.2 | Ensure appropriate checks are carried out staff (DBS) and maintain a Single Central Record on Trustees, Members, and trust staff | | | A/R | | |
| 5.3 | Ensure appropriate checks are carried out staff (DBS) and maintain a Single Central Record on Governors and school staff | | | | C | A/R |
| 5.4 | Ensure compliance with requirements of Keeping Children Safe in Education including Prevent and safer recruitment, including approval of school specific Safeguarding policy<br>- Central Trust staff and Trustees | | | A/R | | |
| 5.5 | Ensure compliance with requirements of Keeping Children Safe in Education including Prevent and safer recruitment, including approval of school specific Safeguarding policy | | | A/R | C | A/R |

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| | - School staff and governors | | | | | |
| 5.6 | Agree attendance policy | | *A | R | C | C |
| 5.7 | Agree school uniform policy | | | C | C | A/R |
| 5.8 | Agree policy for pupils with SEND | | *A | R | C | C |
| 5.9 | Agree policy for supporting pupils with medical conditions | | | | C | *A/R |
| 5.10 | Agree charging and remissions policy | | *A | R | C | C |
| 5.11 | Agree behaviour policy | | | | C | *A/R |
| 5.12 | Agree careers provider access policy statement | | | | C | *A/R |
| 5.13 | Agree relationships education (primary) and relationships and sex education (secondary) policy | | | | C | *A/R |
| 5.14 | Agree equality information and objectives (public sector equality duty) statement and monitor delivery | | *A/R | R | C | C |
| 5.15 | Approve trust-wide curriculum expectations | | A | R | C | C |
| 5.16 | Ensure high standards of teaching and learning | | A | R | C | R |
| 5.17 | Plan and deliver individual academy improvement interventions and strategies | | | A | C | R |
| 5.18 | Monitor the development plans for each school including KPIs | | | A | C | R |
| 5.19 | Manage resources of the school to achieve key priorities and KPIs | | | | C | R |
| 5.20 | Determine & monitor impact of ring-fenced funding streams including pupil premium and sports premium | | A | R | C | C |
| 5.21 | Ensure provision of religious education | | A | R | C | C |
| 5.22 | Ensure delivery of collective worship | | A | R | C | C |
| 5.23 | Set the dates of school terms and holidays | | | | C | A/R |
| 5.24 | Set the times of school sessions | | | C | C | A/R |
| 5.25 | Review headteacher decision to suspend/exclude pupils | | *A/R | | R | |

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| 5.26 | Monitor rates of suspension and exclusion across the trust | | A/R | R | C | C |
| 5.27 | Agree admissions policy | | *A | R | C | C |
| 5.28 | Implement admissions appeal process | | *A | R | C | C |
| 5.29 | Determine complaints procedure | | *A/R | C | C | |
| 5.30 | Implement complaints procedure | | *A | R | R | R |
| 5.31 | Review complaints at panel stage | | A/R | | R | |
| | ## 6. Community and Environment | | | | | |
| 6.1 | Develop stakeholder partnerships across the trust | | A | R | C | C |
| 6.2 | Develop stakeholder partnerships at academy level | | | C | A | R |
| 6.3 | Develop, implement and monitor the Sustainability strategy | | A | R | | |
| 6.4 | Ensuring provision and quality of food meals | | | | C | A/R |

## Appendix

## TRUST POLICY MANAGEMENT – SPRING 2025

The Trust Team have been working hard on getting an effective policy management system set up to enables assurance that the right policies are in place, reviewed at the right intervals, and approved by the right governance layer.

**Our Policies fall into two categories:**

**Trust Wide Policies:** – these apply to all members of staff, families and pupils in the Halliard Trust Schools and the expectation is that they are adhered to. They are approved by Trustees. For some policies it is expected that each setting will add supplementary setting specific procedure / process / detail. Where this is the case they are marked with a ✓

**School Policies: -** these apply to all members of staff, families and pupils in the relevant school and the expectation is that they are adhered to. They are approved by your Local Governing Body.

Below is an A-Z list of the statutory and non-statutory policies that our schools are expected to have in place within these two categories.
For information, the statutory policy list draws directly from the DfE's governance guides, reference to the DfE Academy Trust Handbook or reflects the Trust's status as a charitable company and so have statutory grounding.

**TRUST WIDE STATUTORY POLICIES**
**Need to add Trust wide policies that are not statutory, and any associated implications for school policy e.g. Educational Visits**

| | |
|---|---|
| Admissions arrangements – school admissions code | ✓ |
| Allegations (of abuse) against staff and volunteers Policy and Procedures | |
| Attendance – working together to improve school attendance | ✓ |
| Capability of Staff Policy and Procedures staffing and employment: advice for schools | |
| Charging and remissions – charging for school activities | |
| Complaints – setting up an academy's complaints procedure | |
| Data protection privacy notice – Data protection: privacy notice model documents - GOV.UK (www.gov.uk) | |
| Data Protection - Biometric Consent | |
| Data Protection - Main Policy | |
| Data Protection – Student Image Consent | |
| Disciplinary Policy and Procedures staffing and employment: advice for schools | |
| Equality objectives – Equality Act 2010: advice for schools (Public Sector Equality Duty Policy) | |
| Financial Procedures Manual (including competitive tendering) | |
| Flexible Working | |
| Freedom of Information - Publication Scheme | |
| Fraud Prevention Strategy | |
| Gifts and Hospitality Policy | |
| Governor Allowances | |
| Governor Code of Conduct | |
| Grievance Policy and Procedures staffing and employment: advice for schools | |
| Health and safety – health and safety: advice for schools | ✓ |
| Investment Policy | |
| LGPS (Pension) Discretion Policy | |

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| Pay Policy | |
| Performance Management inc teacher appraisal | |
| Premises management – Good estate management for schools | |
| Privacy Notice - Staff (including Consultants and Volunteers) | |
| Register of Business interests of senior leaders, and governors | |
| Reserves Policy | |
| Risk Assessment Procedure | |
| Risk Register Procedure | |
| Safeguarding and child protection (Trust Section) – keeping children safe in education | ✓ |
| Scheme of delegation | |
| Single Equality Scheme | |
| Single central record (SCR) | |
| Special educational needs and disability – SEND code of practice: 0 to 25 years | |
| Staff code of Conduct staffing and employment: advice for schools | |
| Stress Management | |
| Suspension and Exclusions – school suspensions and permanent exclusions | |
| Whistle-blowing Procedures | |

✓School Specific Section/Procedures to be added to these policies.

**TRUST WIDE NON-STATUTORY POLICIES**

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| Absence Management Policy | |
| Acceptable Use Policy - Primary and Secondary Students | |
| Acceptable Use Policy - Sixth Form Students | |
| Acceptable Use Policy - Staff | |
| Accident reporting and investigation procedure | |
| Asbestos Management Arrangements | |
| Brand Use Policy | |
| Crisis Management Plan | |
| Educational Visits Policy (Trust Wide) | |
| Email Policy - Staff | |
| Email Policy - Student | |
| eSafety Policy - Primary School | |
| eSafety Policy - Secondary School | |
| Expenses Policy | |
| Family Leave Policy | |
| Induction Policy | |
| Interim Executive Board Statement of Purpose | |
| IT Support - Critical Incident Management | |
| Leave and Time Off Policy | |
| Management of and Working with Electricity | |
| Managing Aggressive Behaviour towards Staff Policy | |
| Probation Policy | |
| Purchase Card Policy | |
| Recruitment Policy | |
| Safe Use of Artificial Intelligence Policy | |
| Skills Audit Guidance | |
| Staff Expenses Policy | |
| Trust Estate Strategy | |

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| Trust Estates Management Asset Management Plan | |
| Trust Estates Management Vision | |
| Vehicle Management Procedure | |
| Water system management arrangements | |

**SCHOOL STATUTORY POLICIES**

The Trust expects each school to have its own policy/plan/documents for each of the following, approved by the school governors. Model policies are available from the Trust and can be found on the Policy Management Trust folder on GVO.

| |
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| Accessibility plan |
| Behaviour – keeping children safe in education, behaviour in schools |
| Careers: provider access policy statement (secondary education) – careers statutory guidance |
| CCTV Policy (where CCTV exists on site) |
| Support for pupils with medical conditions (including children with health needs who cannot attend school and pupils with additional health needs) – supporting pupils with medical conditions at school |
| Emergency Response Plan |
| First aid inc. intimate care |
| Health and Safety (using the prescribed model) |
| Lettings of Premises |
| Relationships and sex education and health education – relationships and sex education (RSE) and health education |
| Uniform – statutory guidance on cost of school uniforms and guidance on school uniforms |

**SCHOOL TRUST REQUIRED POLICIES**

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| School trips and visits policy and procedure (in line with Trust policy) |
| Uniform – statutory guidance on cost of school uniforms and guidance on school uniforms |

Schools may choose to have any further policies they wish. Approval from Trust is not necessary.

Any feedback on the policies by any stakeholder is welcomed and should be sent for the attention of the Chair of the Trust for consideration during next reviews via Alison Nuttall, alison.nuttall@halliardtrust.com.