

# Hadrian Learning Trust

## Governance Framework and Scheme of Delegation

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**Introduction**

Hadrian Learning Trust is a Multi-Academy Trust, which currently comprises two schools:

- Hexham Middle School
- Queen Elizabeth High School

As a charity and company limited by guarantee (Company Number 1092899446), we are bound by our [Articles of Association](#) and the [Funding Agreements](#) signed with the Secretary of State for Education. We are regulated by the Department of Education through the Regional Schools Commissioner, the Education Funding Agency and by Ofsted.

This document sets out the governance and leadership arrangements for Hadrian Learning Trust. As required by the Academies Financial Handbook, the Scheme of Delegation sets out the respective roles and responsibilities of Members, the Trust Board, and committees and individuals to whom powers have been delegated.

**Ethos**

*Outstanding eagerness to promote good learning\**

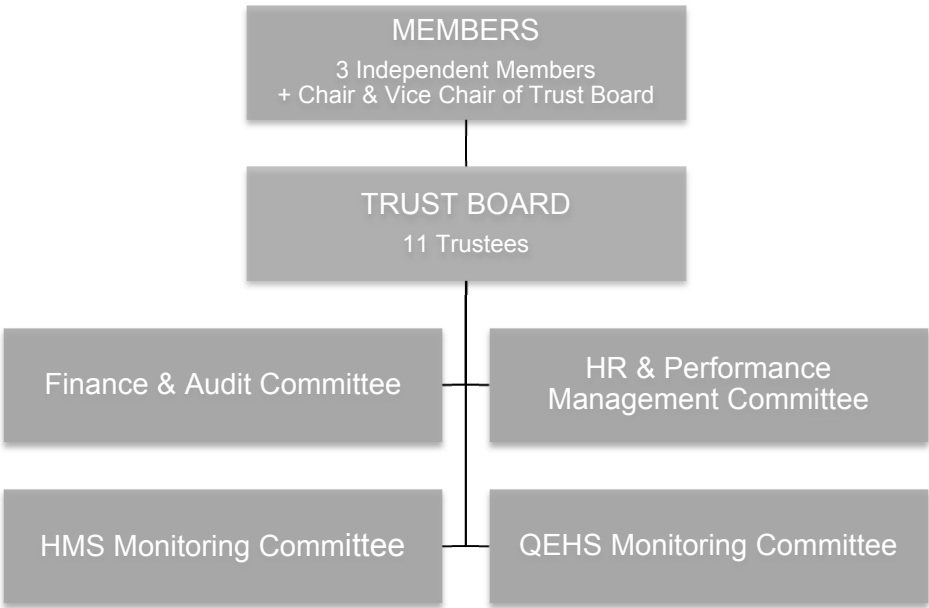
This is a friendly, welcoming school, built on foundations of mutual respect and care for others. We work together to become all we can be.

We share a love of learning and believe in the highest academic standards for everyone. We value education in its broadest sense, knowing that the arts, sport and other opportunities help shape us as individuals and as citizens of the wider world.

We are committed to enabling all of our students to develop their knowledge and understanding, skills and mindset, so that they can take their next steps with confidence. Our aim is that every child will grow into a happy, fulfilled and successful adult.

*\* Charter granted to the people of Hexham by Queen Elizabeth I, 1599*

**Governance Structure**



## **Members**

The Members of the Trust act as custodians of the schools' ethos and must approve any change to the Trust's constitution (known as the Articles of Association). They have the power to appoint and, if necessary, remove Trustees/Directors of the Trust Board.

The role of the Members is set out in the Articles of Association and their Letter of Appointment. It is, for the most part, a hands-off role.

Three of the Members are independent from the Trust Board. Their appointment was approved by the Regional Schools Commissioner on the basis of their knowledge and experience. The Chair and Vice-Chair also sit as Members, helping to ensure effective communication.

Members have no fixed term of office. They usually meet up to three times a year, including at the Annual General Meeting when they receive the Annual Report & Accounts.

## **The Trust Board**

The Trust Board usually meets monthly during term-time. It fulfills many of the functions of the Governing Body in a maintained school. Some of these functions are delegated to Committees, as set out in the Scheme of Delegation below.

Up to eleven Trustees are appointed or elected on the basis of the knowledge, skills and experience that they can bring to the role. Any gaps or omissions are identified annually with a Skills Audit and filled via training or the co-option of additional Trustees.

The Term of Office is four years. The Executive Head Teacher is a Trustee on an ex officio basis.

## **Role of the Trust Board**

The Senior Leadership Teams of the schools are responsible for their day-to-day operational management. The Trust Board is focused on three core strategic functions:

- Ensuring clarity of ethos, vision and strategic direction;
- Holding the headteacher to account for the educational performance of the schools;
- Overseeing the financial performance of the school, ensuring money is well spent.

The Companies Act 2006 also imposes a general duty on Trustees as Directors to:

- Act within their powers;
- Promote the success of the company;
- Exercise independent judgement; □
- Exercise reasonable care, skill and diligence;
- Avoid conflicts of interest;
- Not to accept benefits from third parties;
- Declare any interest in proposed transactions or arrangements. □

In addition, the Trust Board must also fulfill its duties and obligations as a charity:

- To ensure compliance with any legal obligations;
- To report on the Trust's activities (the Trust must prepare accounts in accordance with the Statement of Recommended Practice for Charities, the so called "Charity SORP" and any reporting requirements of the Education Funding Agency);
- To fulfil the charitable object of the Trust as set out in its constitution (i.e. the Articles of Association) and to act in a way which is compliant with the rules of the Trust contained in the Articles;
- To act with integrity and to avoid any personal conflicts of interest and not to misuse any charity funds or assets;
- To act prudently in the financial management of the Trust, avoiding putting any assets, funds or reputation of the Trust at undue risk;
- To exercise reasonable care and skill, using personal knowledge and experience to ensure the Trust is well run and efficient; and
- To act responsibly, getting advice from others, including professional advisors, where appropriate.

Trustees and Members are bound by the [Nolan Principles](#) of Public Life and the Trust's Code of Conduct.

### **Scheme of Delegation**

The Trustees may delegate such of their powers or functions that they can legally delegate and which they consider would be desirable to delegate. The Directors must not delegate any of their powers listed below under "Reserved Matters".

Delegation can be made to:

- Trust Committees;
- Individual Trustees such as the Chair or Vice-Chair or Clerk to the Trust Board;
- Executive Head Teacher, including such persons as the Executive Head Teacher may determine for operational reasons;

However, every act of delegation shall be a delegation of powers and duties, and not a delegation or shedding of responsibilities. The Trust Board may take back any power or duty delegated at its discretion.

Decisions taken or actions made by bodies or individuals under delegation shall be reported back to the Trust Board at its next meeting.

### **Reserved Matters**

The Reserved Matters are:

1. To change the name of the Academies or the Multi-Academy Trust;
2. To change the Objects (which would require Charity Commission and Secretary of State consent in any event);
3. To determine the educational character, mission or ethos of the Academies;

4. To change the structure of the Trust Board or the constitution and Terms of Reference of any Committee of the Trust Board;
5. To alter or amend the Articles or this Scheme;
6. To pass a resolution to wind up an Academy or the Academy Trust;
7. To establish a trading company;
8. To sell, purchase, mortgage or charge any land in which the Academy Trust has an interest;
9. To approve the annual estimates of income and expenditure (budgets) and major projects;
10. To appoint auditors and investment advisers;
11. To sign off the annual accounts;
12. To appoint or dismiss the Principal Finance Officer, Senior Leaders or the Clerk to the Directors;
13. To settle the division of executive responsibilities between the Trustees on the one hand and the Head Teachers and the Principal Finance Officer on the other hand, and to settle the division of executive responsibilities between those individuals;
14. To do any other act which the Funding Agreement expressly reserves to the Trust Board or to another body (including for the avoidance of doubt, terminating the Funding Agreement or any part thereof);
15. To do any other act which the Articles expressly reserve to the Trust Board or to another body; or
16. To do any other act which the Board of Directors determine to be a Reserved Matter from time to time.

## Delegation Matrix

The table below uses the following abbreviations:

M Members

TB Trust Board

MC Monitoring Committees of schools

F Finance and Audit Committee

H HR and Performance Management Committee

EH Executive Head Teacher/Accounting Officer

C/VC Chair or Vice Chair of the Trust Board

CL Clerk to the Trust Board

1.	Function/Task	Decision Level							
		M	TB	MC	F	H	EH	C/VC	CL
1.1	Ensure Trust achieves its charitable objects as set out in Articles of Association	X	X?						
1.2	Ensure Trust has effective governance arrangements, with minimum of 5 Trustees	X							
1.3	Short-list candidates for Members		X						
1.4	Recommend candidates for Members		X						
1.5	Appoint Members	X							
1.6	Short-list candidates for Trustees							X	
1.7	Recommend candidates for Trustees						X	X	
1.8	Appoint up to 6 Trustees	X							
1.9	Co-opt Trustees (by Trustees not themselves co-opted)		X						
1.10	Suspend Trustee for up to 6 months		X						
1.11	Remove Trustees	X							
1.12	Call, attend and speak at a General Meeting	X	X						
1.13	Amend Articles of Association, with consent of Secretary of State and the Charities Commission	X							
1.14	Dissolve the Trust	?							
1.15	Appoint/Remove Clerk to the Trust Board		X						
1.16	Elect Chair and Vice Chair of the Trust Board at the first meeting of the academic year		X						
1.17	Remove the Chair or Vice-Chair from office in accordance with the Articles		X						

	Function/Task	Decision Level							
		M	TB	MC	F	H	EH	C/VC	CL
<b>1.</b>	<b>Governance (contd.)</b>								
1.18	Assess Trust Board skills, experience and development needs, at least annually		X						
1.19	Ensure minutes of meetings of the Trust Board and its Committees are recorded and signed by the Chair at the subsequent meeting								X
1.20	Review the establishment, terms of reference, membership and constitution of any Committees annually		X						
1.21	Appoint Chairs of Committees		X						
1.22	Conduct Elections of Parent Trustees or Parent Governors, informed by Trust Board's assessment of the skills and experience required						X		X
1.23	Appoint Board Advisors, including Auditors and Legal Advisors		X						
1.24	Organise Schedule of Trust Board and Committee meetings						X	X	
<b>2.</b>	<b>Ethos &amp; Strategic Direction</b>								
2.1	Approve any change to the ethos of the Trust recommended by the Trust Board, following consultation with stakeholders	X							
2.2	Establish and maintain the ethos of the Trust		X						
2.3	Establish the Key Objectives of the Trust		X						
2.4	Establish a Strategic Plan to deliver the Key Objectives of the Trust		X						
2.5	Maintain a view of the changing educational and policy landscape to frame the Trust's strategic thinking		X						
2.6	Assist with the development of the Trust's public persona, including discussions with strategic partners and other stakeholders						X	X	
<b>3.</b>	<b>Safeguarding</b>	<b>M</b>	<b>TB</b>	<b>MC</b>	<b>F</b>	<b>P</b>	<b>EH</b>	<b>C/VC</b>	<b>CL</b>
3.1	Monitor the extent to which staff and students are safe and feel safe (MC via Trustee with responsibility for safeguarding)			X					
3.2	Ensure adherence to the statutory guidance, Keeping Children Safe in Education						X		
3.3	Ensure that the schools have regard to the guidance set out in Working Together to Safeguard Children						X		
3.4	Ensure that the schools have due regard to the Prevent Duty						X		
3.5	Determine, approve and review child protection policy and procedures		X						



	Function/Task	Decision Level							
		M	TB	MC	F	H	EH	C/VC	CL
<b>3.</b>	<b>Safeguarding (contd.)</b>								
3.6	Determine, approve and review other safeguarding policies and procedures including dealing with allegations of abuse against staff, online safety, anti-bullying, drugs and substance abuse and educational visits (see HR section for safer recruitment and SCR						X		
3.7	Determine, approve and review policy and procedures for supporting students in school with additional health needs		X						
3.8	Determine, approve and review a health and safety policy and procedures						X		
3.9	Ensure that responsibilities with regards to first aid are met						X		
3.10	Ensure that responsibilities with regards to school security are met						X		
3.11	Ensure that responsibilities with regards to fire safety are met						X		
3.12	Ensure that responsibilities with regards to playground supervision are met						X		
3.13	Prohibit political indoctrination and ensure the balanced treatment of political issues and promotion of British values						X		
<b>4.</b>	<b>Educational Outcomes &amp; Experience</b>	<b>M</b>	<b>TB</b>	<b>MC</b>	<b>F</b>	<b>H</b>	<b>EH</b>	<b>C/VC</b>	<b>CL</b>
4.1	Determine times of the school day		X						
4.2	Establish the curriculum for each school						X		
4.3	Agree or reject and monitor the curriculum		X						
4.4	Ensure high standards of teaching and learning						X		
4.5	Ensure schools are meeting responsibilities relating to RE and collective worship						X		
4.6	Determine, approve and review a sex education policy						X		
4.7	Determine, approve and review an accessibility plan						X		
4.8	Ensure that the schools meet the School Food Standards						X		
4.9	Monitor school performance in relation to progress and attainment outcomes			X					
4.10	Monitor school performance in relation to student destinations			X					
4.11	Monitor the quality of teaching						X		
4.12	Monitor each school's arrangements for providing parents and carers with information regarding their child's progress			X					

	Function/Task	Decision Level							
		M	TB	MC	F	H	EH	C/VC	CL
<b>4.</b>	<b>Educational Outcomes &amp; Experience (contd.)</b>								
4.13	Determine school uniform policy		X						
4.14	Determine, approve and review behaviour principles and policy						X		
4.15	Ensure pupils' personal development - including their spiritual, moral, social and cultural development – and their attendance and behaviour						X		
4.16	Ensure pupils' participation in education in its broadest sense, including the arts, sport and other extra-curricular opportunities						X		
4.17	Monitor appropriate deployment of resources and their impact in relation to the pupil premium, the primary PE and sport premium and Year 7 literacy and numeracy catch-up premium			X					
4.18	Ensure that the functions relating to legal duties that relate to pupils with SEN are carried out in accordance with 6.4 of the governance handbook						X		
4.19	Ensure that the functions relating to legal duties that relate to looked after children are carried out in accordance with 6.5 of the governance handbook						X		
<b>5.</b>	<b>Staffing and Performance</b>	<b>M</b>	<b>TB</b>	<b>MC</b>	<b>F</b>	<b>H</b>	<b>EH</b>	<b>C/VC</b>	<b>CL</b>
5.1	Determining staffing structure		X						
5.2	Executive Headteacher appointment (selection panel)		X						
5.3	SLT appointments (selection panel)		X						
5.4	Appoint other teaching and support staff						X		
5.5	Dismissal of Executive Headteacher		X						
5.6	Dismissal of other staff						X		
5.7	Suspension of Executive Headteacher							X	
5.8	Suspension of other staff						X		
5.9	Ending suspension of Executive Headteacher					X			
5.10	Ending suspension of other staff					X			
5.11	Ensure fulfilment of responsibilities regarding statutory induction arrangements for NQTs						X		
5.12	Determine, approve and review relevant staffing policies and procedures including pay, appraisal, staff discipline, conduct, grievance, capability and safer recruitment					X			

	Function/Task	Decision Level							
		M	TB	MC	F	H	EH	C/VC	CL
<b>5.</b>	<b>Staffing and Performance (contd.)</b>								
5.13	Ensure establishment of up-to-date Single Central Record						X		
5.15	Application of pay discretions up to limit set by Audit and Finance Committee						X		
5.16	Application of pay discretions beyond limit set by Audit and Finance Committee					X			
5.17	Appraisal of Executive Headteacher					X			
5.18	Appraisal of other staff						X		
5.19	Consider applications from staff for leave of absence and secondment						X		
5.20	Determine settlement payments, early retirement, voluntary redundancy (except under Section 188 which would be delegated to a hearing body)					X			
5.21	Determine and appoint external advice and guidance relating to human resources					X			
<b>6.</b>	<b>Financial &amp; Risk Management</b>	<b>M</b>	<b>TB</b>	<b>MC</b>	<b>F</b>	<b>H</b>	<b>EH</b>	<b>C/VC</b>	<b>CL</b>
6.1	Produce annual budget for approval by Trust Board				X				
6.2	Approve annual budget and significant revisions		X						
6.3	Monitor the budget and report on variances				X				
6.4	Prepare an annual report and accounts, incorporating accounting policies approved by the board of trustees, and have them audited by a statutory auditor				X		X		
6.5	Approve annual report and accounts		X						
6.8	Determine, approve and review policies including an investment policy, a tendering policy, risk policy and register, reserves policy				X				
6.9	Determine, approve and review a charging and remissions policy						X		
6.10	Non-payroll expenditure up to £10,000						X		
6.11	Non-payroll expenditure up to £50,000				X				
6.12	Unlimited non-payroll expenditure		X						
6.13	Payroll: routine payments up to £600,000						X		
6.14	Payroll: unlimited routine payments		X						
6.15	Payroll: discretionary payments up to £5,000						X		

	Function/Task	Decision Level							
		M	TB	MC	F	H	EH	C/VC	CL
<b>6.</b>	<b>Financial &amp; Risk Management (contd.)</b>								
6.16	Payroll: discretionary payments up to £10,000				X	X			
6.17	Payroll: unlimited discretionary payments		X						
6.18	Asset disposal up to £10,000 (with note to be sent to F&A Cttee)						X		
6.19	Asset disposal up to £25,000				X				
6.20	Unlimited asset disposal		X						
6.21	Bad debt write-off up to £1,500						X		
6.22	Bad debt write-off up to £5,000				X				
6.23	Unlimited bad debt write-off		X						
6.24	Budget virement up to £10,000						X		
6.25	Budget virement up to £20,000				X				
6.26	Unlimited budget virement		X						
6.27	Determine, appoint and dismiss auditors		X						
6.28	Ensure adherence to requirements relating to financial oversight as stipulated in the Academies Financial Handbook						X		
6.29	Ensure adherence to requirements relating to financial planning, monitoring and reporting as stipulated in the Academies Financial Handbook						X		
6.30	Ensure appropriate internal financial control and security in accordance with requirements stipulated in the Academies Financial Handbook						X		
6.31	Ensure adherence to requirements relating to proper and regular use of funds as stipulated in the Academies Financial Handbook						X		
6.32	Ensure adherence to requirements relating to audit requirements as stipulated in the Academies Financial Handbook						X		
6.33	Monitor adherence to requirements stipulated in the Academies Financial Handbook		X						
<b>7.</b>	<b>Premises &amp; Estates</b>	<b>M</b>	<b>TB</b>	<b>MC</b>	<b>F</b>	<b>H</b>	<b>EH</b>	<b>C/VC</b>	<b>CL</b>
7.1	Ensure maintenance of up-to-date premises management documents						X		
7.2	Determine, approve and review a lettings policy						X		

	Function/Task	Decision Level							
7.	Premises & Estates (contd.)	M	TB	MC	F	H	EH	C/VC	CL
7.3	Determine, approve and review plans for building maintenance and infrastructure investment up to £10,000						X		
7.4	Determine, approve and review plans for building maintenance and infrastructure investment beyond £10,000				X				
7.5	Develop long-term school buildings strategy		X						
8.	Stakeholder Engagement: Students, Parents & Community	M	TB	MC	F	H	EH	C/VC	CL
8.1	Ensure a deep, accurate understanding of the school's effectiveness is informed by the views of pupils, parents and staff		X						
	Ensure that the trusts ethos, strategy and policies are effectively communicated to stakeholders		X						
9.	Other statutory requirements	M	TB	MC	F	H	EH	C/VC	CL
9.1	Determine, approve and review complaints procedure		X						
9.2	Ensure adherence to data protection/retention requirements						X		
9.3	Determine, approve and review admissions policy including for the sixth form		X						
9.4	Determine FoI publication scheme						X		
9.5	Determine policy on governors' allowances (not stat for academies)		X						
9.6	Publish equality information and objectives (public sector equality duty)						X		
9.7	Publish school information on website in accordance with DfE requirements						X		
9.8	Maintain and publish register of interests								X
9.9	Maintain register of admissions						X		
9.10	Maintain register of attendance						X		