Horsforth School

Scheme of Delegation

HORSFORTH SCHOOL

Last Reviewed	September 2024
Next Review Date	October 2026
Ratified by the Trustee Board	October 2025

Contents

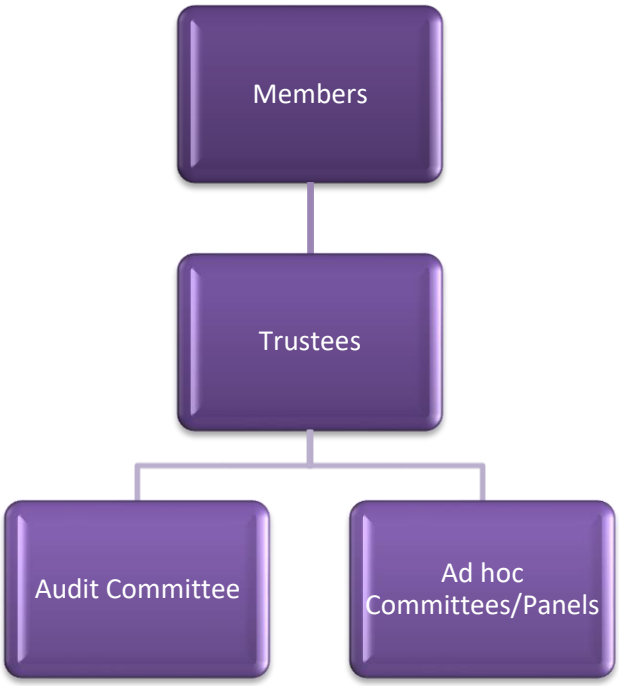
Governance at Horsforth School	Page 3
Key Elements of Governance	Page 4
Vision	Page 5
Finance	Page 6 -9
Strategic Leadership	Page 11
Education	Page 12-13
HR Governance	Page 14
HR Staffing	Page 15
Operations and Asset Management	Page 16

Governance at Horsforth School

The Governance Structure at Horsforth School is made up of 7 seven members and 11 Trustees.

As charitable companies limited by guarantee every trust has Members who have a similar role to the shareholders in a company limited by shares.

The **Trustees** are both charity trustees and company directors and they manage the business of the academy trust and may exercise all the powers of the academy trust.



The Members meet a minimum of 2 times throughout the year. The Trustee Board meets a minimum of six times throughout the year.

The core functions of the **Trustee Board** are:

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
- Overseeing the financial performance of the organisation and making sure its money is well spent.

The Members:

- are signatories to the articles of association which includes definition of the trusts' charitable object and governance structure (where they are founding Members);
- may, by special resolution, amend the articles of association, subject to any restrictions created by the trust's funding agreement or charity law;

- may, by special resolution (which requires 75% rather than a simple majority of Members to agree) appoint new Members or remove existing Members other than, where there is one, the foundation/ sponsor body and any Members it has appointed;
- have power to appoint Trustees as set out in the trust's articles of association, and have power under the Companies Act to remove any or all serving Trustees;
- may by special resolution issue direction to the Trustees to take a specific action;
- appoint the Trust's auditors and receive the trust's annual audited accounts; and
- have power to change the name of the charitable company and ultimately, wind up the academy trust.

Key elements of our governance

Effective governance in our Academy Trust is supported by the following:

- Trust Members – the guardians of the constitution, the right to appoint and remove Trustees, the equivalent of shareholders in a company.

- Trust Board – the Directors / Trustees.
    - Ensure clarity of vision, ethos and strategic direction for the Trust.
    - Supports and holds the Leadership of the school to account for educational performance.
    - Approves the budget and has oversight of all strategic decision and direction.
    - Responsible for appointing the Headteacher.

- Audit committee
    - Assisting the Trust Board in meeting its responsibilities for financial reporting, internal and external auditing.
    - Recommend appointment of Auditors to the Members.
    - Agreeing a schedule of audit.
    - Management of risk

Vision

Horsforth Academy Trusts vision is simple; Opportunity and achievement for all. We are committed to inclusion, equal opportunity and social justice and we add that those who have the least deserve the most.

We are committed to equipping all students with the confidence, competence, knowledge, skills and understanding to fit easily and actively into a rapidly changing society. All children walk with genius and all children can achieve marvellous things. Schools exist for their children, who will pass through only once and, therefore, must have the best. At Horsforth we aim to be greater than the sum of our parts. Someone asked a cleaner at Cape Canaveral in the 60's what he did. He replied "I send men to the moon". I want every student, staff member and parent to believe they have a part in transforming lives and to pass that ambition on.

FINANCE

1. Financial Powers and Duties Delegated To The Headteacher

The Headteacher will take the responsibility of Accounting Officer.

The Accounting Officer is personally responsible to the Board of Trustees for:

- ensuring regularity and propriety
- prudent and economical administration
- avoidance of waste and extravagance
- efficient and effective use of available resources; and
- the day to day organisation, staffing and management of the School.

The Headteacher has delegated powers and functions in respect of internal organisation, management and control of the School, the implementation of all policies approved by the Board of Trustees and for the direction of teaching and the curriculum.

The Headteacher shall be responsible for:

1.1. Budget setting

- Overseeing the preparation and presentation of the draft annual budget and providing medium term financial forecasts to the Board of Trustees in a timely manner
- Each year an annual timetable should be prepared and submitted to the Board of Trustees to ensure budgets are prepared and approved within DFE deadlines.

1.2. Budgetary control

- Overseeing the preparation and production of monthly financial monitoring reports.
- Approving transfers between budget headings of under £30,000 and reporting such approval to Board of Trustees.

1.3. Financial Management

- Ensuring the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with the Financial Regulations.

1.4. Purchasing

- Authorising orders and contracts up to £30,000
- Ensuring that all contracts and agreements conform to the Financial Regulations

1.5. Payroll and Personnel

- Approving new staff appointments within the School

1.6. Security of Assets

- Authorising the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value up to £1000 and reporting such authorisations to Board of Trustees.

1.7. Accounts and Audit

- The operation of financial processes within the School, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.
- Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information.

1.8. Ensuring that all records and documents are available for audit by the appointed external auditors and by the Audit Committee **Insurances.**

- Notifying Board of Trustees on any eventuality that could affect the Academy's insurance arrangements.

2. Financial Powers and Duties Delegated to the Finance Director

2.1. Budget setting

- Preparing and presenting of the draft annual budget and providing medium term financial forecasts to the Board of Trustees in a timely manner.

2.2. Budgetary control

- Preparing monthly financial monitoring reports, presenting the reports to The Chair of Trustees and Trust Board and highlighting any differences to the approved budget including changed assumptions and actual/forecasted variances.
- Approving transfers between budget headings of under £5,000 and reporting such approval to the Board of Trustees.

2.3. Financial Management

- Ensuring the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with the Financial Regulations.

2.4. Purchasing

- Authorising orders and contracts up to £10,000 in conjunction with Budget Holders

2.5. Payroll and Personnel

- Ensuring that the monthly payroll is checked, and certifying it for payment.

2.6. Banking Arrangements

- Reviewing and certifying monthly bank reconciliations.

2.7. Security of Assets

- Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc. under his/her control.

2.8. Information and Communication Systems

- Maintaining the standards of control for such systems in operation within the School to include the use of properly licensed software, and for the security and privacy of data in accordance with the Data Protection Act.

3. Financial Powers and Duties Delegated to the Finance Manager

3.1. Purchasing

- Maintaining a register of formal contracts entered into, amounts paid and certificates of completion
- Retention of quotes obtained for goods, works and services.
- Ensuring that all correct invoices are duly certified by authorised staff before payments are made and that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.
- Ensuring the appropriate division of duties between staff responsible for processing orders, receiving deliveries and processing payments.
- Authorising orders under £1000.

3.2. Income

- Ensuring that all income is accurately accounted for and is promptly collected and banked intact.

3.3. Banking Arrangements

- Maintaining proper records of account and preparing monthly bank reconciliations.

3.4. Security of Assets

- Maintaining a permanent and continuous register of all items of furniture, equipment, vehicles and plant Deminimus value £500)

4. Financial Powers and Duties Delegated to Other Staff

Members of staff with delegated responsibilities should be aware that these must be exercised in accordance with Financial Regulations.

The following responsibilities are delegated to other staff within the school:

4.1 Payroll and Personnel

- The HR Director will notify the payroll provider of any matters affecting payments to employees.
- The HR Director will ensure that the monthly payroll is checked, and certifying it for payment in conjunction with the Finance Director.

4.2 Budgets / Budgetary Control

- School appointed Budget Holders are responsible for checking and certifying monthly statements of expenditure against their delegated budget and for reporting any errors or irregularities to the Finance Manager. Any actual or potential overspending shall also be reported to the Finance Manager and Finance Director.

4.3 Purchasing

- Budget holders when raising requisitions must always apply value for money principals.
- The following members of staff, in addition to the Headteacher and Finance Director, are authorised to open tenders in the presence of another authorised person:
  - Deputy Heads
  - Assistant Heads
- The following members of staff are authorised to receive and check goods:
  - Departmental Budget Holders
  - Administrators nominated by the Budget Holder.

Summary of Financial Authorisation Levels

Delegated Duty	Value	Delegated Authority
Ordering Goods and Services	Up to £1000	Finance Manager
	Up to £10,000	Leadership Team Member
	Up to £30,000	Headteacher
	£30,000 and above	Headteacher & Board of Trustees
Authority to accept anything other than the lowest quote	Any	Headteacher and Finance Director authorised within limit of 10% difference. FD will report, to the Board, any quotes accepted over £5k and over 5% higher than the lowest quote. All others must be authorised by the Board.
Authorisation of Invoices Note: where a member of staff has authority to approve orders and invoices they should never be the sole authoriser of both sides of the same purchase.	Up to £10,000	Delegated Budget Holder or Finance Manager
	£10,000 and above	Headteacher, Deputy Headteachers or Finance Director
Bank Account transfers and cheque/Bacs payment authorisation	Any	Two signatories from: Headteacher, Deputy Headteachers, Finance Director, Finance Manager
Virements between and within budget heads (all reported to finance committee)	Up to £5,000	Finance Director
	Up to £30,000	Headteacher
	£30,001 and over	Board of Trustees
Disposal of Assets	Up to £1000	Headteacher
	£1001 and above	Board of Trustees
Write off bad debts	£1001 and above	Board of Trustees
Signatories for grant claims/DfE returns	Any	As required by grant terms and conditions and DFE guidance
Quotations and Tendering	Up to £5,000	3 quotes where possible and appropriate.
	£5,000 - £30,000	Minimum of 3 written quotes. To be retained by the Budget Holder
	£30,000 - OJEU Limit	Formal tendering process requiring Board of Trustees approval
	Over OJEU limit	OJEU advert required and Governing Body approval

Strategic Leadership

Responsible	
Accountable	
Consulted	
Informed	

Function	**Trustees**	**Headteacher**	**Finance Director**	**Members**
Set vision and strategic objectives	**A**	**R**		
Oversee implementation of strategic objectives of the School	**A**	**R**		
Scrutiny – review & challenge progress strategic objectives and KPIs, and in accordance with the School's vision	**R**	**A**		
Key Performance Indicators – setting and reviewing performance of the school (in relation to academic standards, finances and other matters)	**A**	**R**		**I**
Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook	**A**	**R**	**R**	**I**
Compliance: Regulatory – with all regulations affecting the School (including all charity law, company law, employment law and health and safety)	**A**	**R**	**R**	
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	**A**	**R**	**R**	**I**
Compliance – FOI requests and complaints	**A**	**R**		
Legal claims - with potential impact on the School's reputation	**R**	**R**		
Benchmarking and best value	**A**	**R**	**R**	
Manage and mitigate strategic risk	**A**	**R**	**R**	
Ensure the School website is fully compliant	**A**	**R**		
Other major strategic decisions	**A**	**R**		

School Improvement Plan	**A**	**R**		

Education

Responsible	
Accountable	
Consulted	
Informed	

Function	**Trustees**	**Headteacher**	**Finance Director**	**Members**
Quality of Teaching – ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	**A**	**R**		
Curriculum – setting the curriculum for the school and reviewing its effectiveness	**A**	**R**		
Pupil Premium – allocating, reviewing and challenging the value for money/ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	**A**	**R**		
Discharge duties in respect of pupils with special educational needs and disabilities	**A**	**R**		
Set Admissions Policy	**A**	**R**		
Admission application decisions and appeals	**A**	**R**		
Collective worship arrangements for the School	**A**	**R**		
Student issues (including attendance, exclusions, punctuality and disciplinary matters)	**A**	**R**		
Prohibit radicalisation and promote equality and diversity, and tolerance and ensuring the balanced treatment of political issues	**A**	**R**		
School hours (setting the opening and closing times)	**A**	**R**		
Term Dates and length of school day	**A**	**R**		

School lunch – ensure provided to appropriate nutritional standards	**A**	**R**		
Provision of free school meals to those meeting criteria	**A**	**R**		
Formal collaboration and partnership agreements	**C**	**R**		
Maintain accurate and effective and secure pupil record	**A**	**R**		
Comply with all Data Protection legislation and good practice	**A**	**R**		
Assemble data for pupil assessment and other returns	**A**	**R**		

Responsible	
Accountable	
Consulted	
Informed	

Function	**Trustees**	**Headteacher**	**Finance Director**	**Members**
Appointment of Trustees (not Parent Trustees) – ensuring processes in place for appointment of directors (including ensuring that the Trustees have the skills to run the School)	**I**	**I**		**R**
Appointment of Parent Trustees - – ensuring processes in place for appointment of directors (including ensuring that the Trustees have the skills to run the School)	**R**	**I**		**I**
Dismissal of Trustees – ensuring processes in place for appointment of directors (including ensuring that the Trustees have the skills to run the School)	**I**	**I**		**R**
Appointment of Chair of the Trustee Board	**R**	**I**		**I**
Removal of Chair of the Trustee Board	**I**	**I**		**R**
Appointment and removal of Clerk to Academy Governing Board	**R**	**C**		**I**
Appointment of the Accounting Officer and Audit Committee	**A, R**			**I**
Appointment of Finance Director	**A, R**	**C**		**I**
Appointment of Trust internal and external auditors	**I**	**I**		**A, R**
To consider whether or not to exercise delegation of functions to individuals/committees	**R**	**C**		**I**
Prepare and agree terms of reference for Trust Board Committees	**A,R**	**C**		
Training programme for Trustees	**R**			
Set up a register of Trustees Personal Interests	**A, R**			**I**
To appoint the IAB and disband an ineffective Trustee Board	**I**	**I**		**A, R**
To hold a full Trustee Board Meeting at least 3 times in a school year	**A, R**			

HR Staffing

Responsible	
Accountable	
Consulted	
Informed	

Function	**Trustees**	**Headteacher**	**Finance Director**	**Members**
Appointing the Headteacher	**R**			**C**
Appointing School Staff (in line with recruitment and selection policy)	**A**	**R**		
Establishing HR Policies (including recruitment, pay, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	**A**	**R**		
Agree a pay policy	**A**	**R**		
Establishing disciplinary/capability procedures	**A**	**R**		
Setting Terms and Conditions of Employment and Staff Handbook	**A**	**R**		
Annual review of HT's salary (in line with Trust's pay policy and all statutory regulations)	**R**			
Dismissing the Headteacher (in accordance with the Trust disciplinary and capability policies)	**A, R**			**I**
Dismissing Staff (in accordance with the Trust disciplinary and capability policies)	**A, R**	**R**		
Reviewing discipline and grievance policy	**A**	**R**		
Safeguarding	**A**	**R**		
Policies – review and approval of statutory policies	**A**	**R**		

Operations and Asset Management

Responsible	
Accountable	
Consulted	
Informed	

Function	**Trustees**	**Headteacher**	**Finance Director**	**Members**
Asset and Premises Maintenance strategy – determining use of premises and ensuring premises are adequately maintained. Incluuding Estates Vision and Asset Management Plan	**A**	**R**	**R**	
Arranging insurance for the Trust	**A**	**R**	**R**	
Media and PR – overseeing public relations activities to project the activities of the school to the wider community	**A**	**R**		
Dealing with Complaints	**A**	**R**		
Determining and overseeing the overall buildings replacement and maintenance schedule plan or Producing and maintaining buildings, including developing properly funded maintenance plan	**A, R**	**R**	**R**	
Establish a Health and Safety Policy	**A**	**R**	**R**	
Ensure Health and Safety regulations are followed	**A**	**R**	**R**	
Establish and implement climate action plan	**A**	**R**	**R**	
Meeting digistal and technology standards	**A**	**R**	**R**	