



## **Hasmonean Multi-Academy Trust Scheme of Delegation**

The Elector Rabbonim oversee the ethos of Hasmonean Multi-Academy Trust (MAT). They also appoint the members of the JSSM.

The JSSM owns the land on which the academies within the Hasmonean MAT (Hasmonean High School for Boys and Hasmonean High School for Girls) are built. It also appoints the Members of Hasmonean MAT.

The Members of the MAT comprise one corporate Member, the JSSM, and up to three other members. They have the power to appoint and remove the Hasmonean MAT's Board of Trustees.

The Hasmonean MAT's Board of Trustees has extensive experience of education and corporate governance and a shared desire for high standards and excellence. They have the power to appoint and remove the individual academies' Local Governing Bodies.

The Hasmonean MAT's Board of Trustees governs the company. All trustees have the same powers and responsibilities.

Hasmonean Multi-Academy Trust is a company limited by guarantee and a charitable trust. Responsibility for the schools that make up the Trust and for the funds granted by Parliament for providing education in those schools is entrusted to the Hasmonean MAT Board of Trustees.

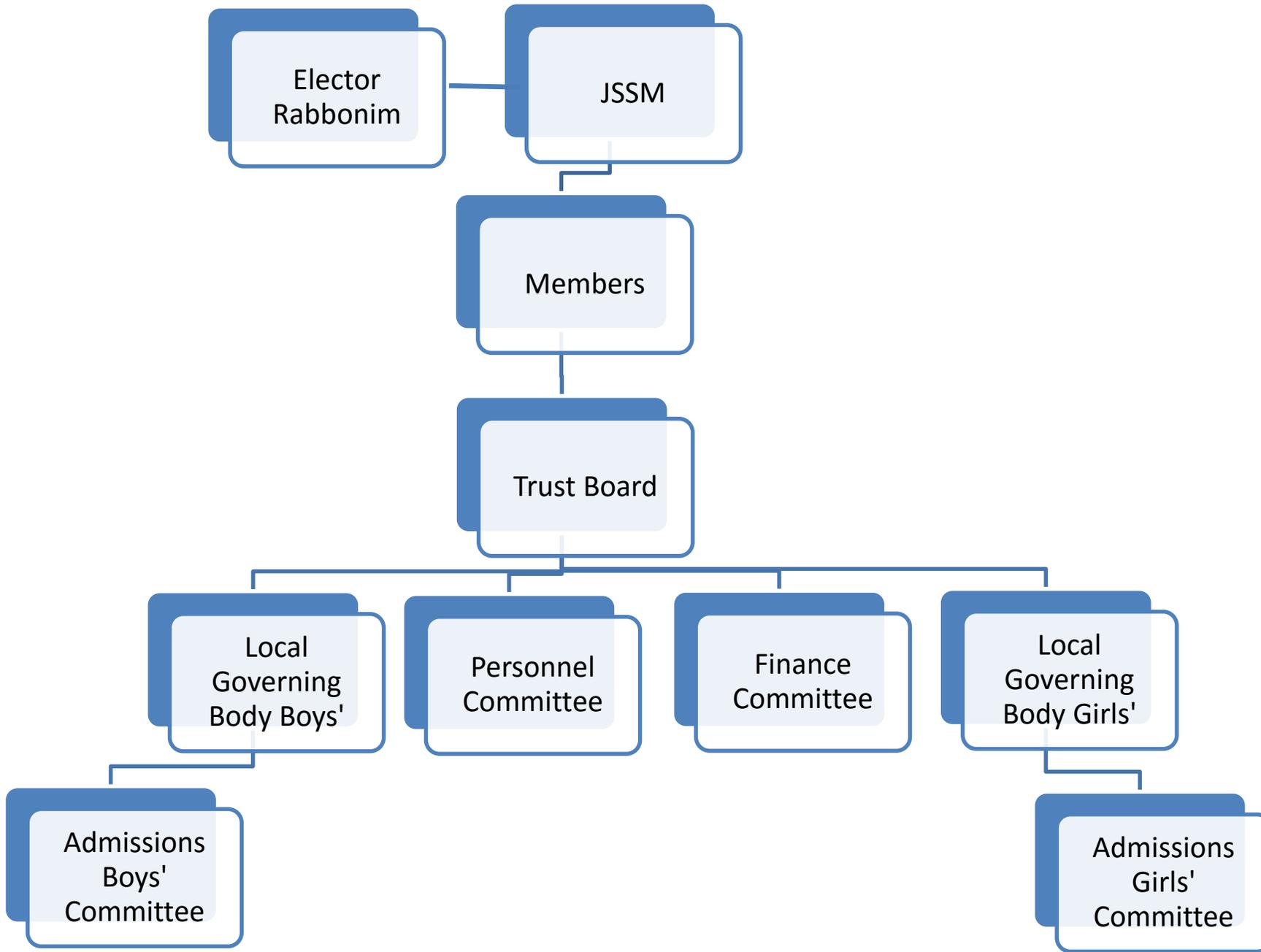
The Trust governance model delegates a high level of responsibility and decision making to its Local Governing Bodies; it recognises the significant contribution that excellent local governance can make to a school. In order to support this model, the Trust ensures that Local Governing Bodies are well trained and supported.

School improvement, school management, finance, ICT, HR and legal advice systems are well-developed and shared across the Trust, under the direction of the CEO and the Hasmonean Board of Trustees.

## Composition of the Members and Trust Board

No	Member
1	Trustees of the J.S.S.M (corporate member)
2	Daniel Lyons
3	Martin Richman

No	Trustee
1	Gary Swabel (Chair of Trust Board)
2	Leo Noe (Chair of JSSM)
3	Daniel Green (JSSM member)
4	Jonathan Miller (JSSM member)
5	Steven Blumgart (Vice Chair of Trust Board and Chair of Local Governing Body – Hasmonean Girls' School)
6	Joseph Halberstadt (Chair of Local Governing Body – Hasmonean Boys' School)
7	Benjamin Shooter (Chair of Fundraising Committee)
8	Jonathan Feinmesser (Chair of Finance Committee)
9	Andrew McClusky (CEO)



# Members

## Outline of responsibilities:

The Members have overall nominal responsibility for the Trust but they exercise their functions through the TB. Each Member guarantees to contribute £10 if the Trust were to become insolvent and is wound up – that is the “guarantee” implied by the term “company limited by guarantee”.

The main powers and duties of the Members in broad terms are:

1. To appoint and remove Trustees
2. Through a collaborative process to monitor and evaluate the performance of the TB
3. To maintain the Membership and to appoint Members
4. To approve any proposed changes to the Articles of Association
5. To receive the annual accounts of the Trust

# Trust Board

## Outline of Responsibilities:

The Trustees are the directors of the trust and have a similar role to governors in a local authority-maintained school. As company directors their duties are to:

- Act within their powers;
- Promote the success of the company;
- Exercise independent judgment;
- Exercise reasonable care, skill and diligence;
- Avoid conflicts of interest;
- Not to accept benefits from third parties; and
- Declare any interest in proposed transactions or arrangements
- Follow the Nolan Principles of public life and what is required of Trustees and Local Governors in relation to conflicts of interest.

The Trust Board focuses on the three core functions of governance:

1. Ensuring clarity of vision, ethos and strategic direction;
2. Holding the CEO to account for the educational performance of the academies and their pupils, and the performance management of staff; and
3. Overseeing the financial performance of the Trust and making sure its money is well spent.
  - Deciding upon major strategic and legal aspects such as:

- Establishing a new academy
- Discontinuing or merging existing ones
- Recommending amendments to the Articles of Association
- Adopting the strategic plan for the Trust which will include individual strategic plans for each academy
- Approving the overall budget for the Trust and its devolution to each academy
- Approving the Trust Financial Procedures Manual
- General oversight of all premises-related aspects
- Approving the annual accounts of the Trust
- Ensuring that all regulatory requirements are met
- Recommending appointment of Members, Trustees and members of LGB and co-opting additional Trustees including conducting skills audits as required
- Securing that all Trustees and members of LGB are appropriately trained
- Approving all policies that the Trust by law is required to maintain. All policies originate from the CEO. A schedule of policies is attached as Appendix Two and shows where detailed consideration of each takes place and with whom consultation takes place
- Determining each year the scheme of delegation and terms of reference including approving the membership of all committees
- Ensuring that admission arrangements for each academy are compliant with the most up-to-date admissions law
- Ensuring and monitoring compliance with the Admissions Code
- Establishing arrangements for independent appeals against refusals to admit pupils to an academy
- Establishing arrangements for independent review panels to review permanent exclusions
- Dealing with formal complaints against an academy in accordance with the Trust complaints policy

Appointment of:

- Chief Executive Officer
- Head of Finance
- A Headteacher for each school

### **Trust Board Chair's Emergency Powers**

The Chair, or in the absence of the Chair the Vice-Chair, may take such action as the Chair may think fit to protect the interests of the Trust, any academy within the Trust, any student or employee of the Trust or any other member of the school community in circumstances where in the opinion of the Chair it would not be reasonably possible to convene a meeting of the TB or a relevant Committee or LGB in the time necessary to protect such interests.

# Audit Committee

Only to be established when the Trust income exceeds £50m; until that point this aspect will be covered by the Finance Committee.

## Delegated responsibilities:

- To consider the appointment of the external auditor, the audit fee and any questions of resignation or dismissal;
- To discuss with the external auditor before the audit commences the nature and scope of the audit;
- To review the annual financial statements before submission to the TB, focusing particularly on: - any changes in accounting policies and practices - areas involving a significant degree of judgement - significant adjustments resulting from the audit - the going concern assumption - compliance with accounting standards - compliance with legal requirements - the clarity of disclosures - the consistency of accounting policies from year to year;
- To discuss problems and reservations arising from the audit and any matters the external auditor may wish to discuss (in the absence of the management where necessary);
- To act as the body to whom the head of internal audit reports on the internal audit function and to discuss any issue that the head of internal audit may wish to raise (in the absence of the management where necessary);
- To review the internal audit function, consider the major findings of internal audit investigations and the management's response, and ensure co-ordination between the internal and external auditors
- To keep under review the effectiveness of internal control systems, and in particular review the external auditor's management letter and the management's response;
- To develop and keep under review risk management and measurement strategies across the Academy Trust together with the procedures for monitoring the adequacy and effectiveness of those processes;
- To review the action and implementation of risk management policy across the Academy Trust;
- To consider the Academy Trust's risk profile relative to current and future Academy Trust strategy and identifying any such trends, concentrations or exposures and any requirement for policy change;
- To receive and review risk management and relevant regulatory information and reports
- To consider material breaches of the agreed risk limits, review the actions taken in response and to prevent a repeat occurrence;
- To consider the effect on the rights of the Academy Trust of the findings of the internal audits or the external audits;
- To review, on a regular basis, its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness. In discharging its duties, the aims of the Committee are to:
  - facilitate good communication between the Academy Trust and its external auditor;
  - increase the credibility and objectivity of financial reporting;
  - strengthen the independence of the audit function and
  - improve the quality of the accounting and auditing functions.

# Finance Committee

## Outline of responsibilities

Detailed consideration of the annual budget including consideration of:

- The extent to which funds are retained for central services not directly related to individual academies
- The allocation of central funds for the purposes of each individual academy which will usually be based mainly but not solely on pupil numbers
- The allocation of funds to each individual academy to be applied at the discretion of the HT or, where an individual academy has an HoS without financial responsibility, to be applied at the discretion of the Head of Finance
- Monitoring the financial performance of the Trust and holding the Head of Finance to account for this
- Monitoring the use of the pupil premium and other earmarked or dedicated funds
- Detailed consideration of the Trust Financial Procedures Manual for approval by the TB
- Detailed consideration of those policies within its remit
- Requesting funds from the Hasmonian High School Charitable Trust to be used for educational purposes within the MAT

# Personnel Committee

## Outline of responsibilities:

- Monitoring all Human Resource aspects
- Determination of staff pay and conditions
- Performance management of CEO and Head of Finance
- Disciplinary, capability and grievance aspects relating to CEO and Head of Finance
- Detailed consideration of those policies within its remit

# LGB Boys

## Outline of responsibilities:

- Reporting to the Trust Board on the overall performance of the academy
- General allocation of the annual spend of that part of the Trust budget delegated to be managed by the academy
- Monitoring of educational outcomes in the academy
- Monitoring all aspects of the curriculum and curriculum delivery of the academy
- Monitoring student issues including behaviour and exclusions and attendance
- Monitoring (in conjunction with the CEO) all aspects of readiness for inspection
- Detailed consideration of and reporting to the Trust Board on all premises aspects
- Detailed consideration of those policies within its remit
- Dealing with the regulatory requirements of admissions and exclusions through designated committees of the LGB
- Liaising with the Trust Board, CEO and Head of Finance on all aspects of policy setting as they may respectively require
- Arranging election of elected members of the LGB in accordance with the Articles of Association
- Monitoring all aspects of safeguarding (including British Values), SEN, equality (including the Public Sector Equality Duty) and student welfare relating to the Boys' School

# LGB Girls

## Outline of responsibilities:

- Reporting to the Trust Board on the overall performance of the academy
- General allocation of the annual spend of that part of the Trust budget delegated to be managed by the academy
- Monitoring of educational outcomes in the academy
- Monitoring all aspects of safeguarding (including British Values), SEN, equality (including the Public Sector Equality Duty) and student welfare
- Monitoring all aspects of the curriculum and curriculum delivery of the academy
- Monitoring student issues including behaviour and exclusions and attendance
- Monitoring (in conjunction with the CEO) all aspects of readiness for inspection
- Detailed consideration of and reporting to the Trust Board on all premises aspects
- Detailed consideration of those policies within its remit
- Dealing with the regulatory requirements of admissions and exclusions through designated committees of the LGB
- Liaising with the Trust Board, CEO and Head of Finance on all aspects of policy setting as they may respectively require
- Arranging election of elected members of the LGB in accordance with the Articles of Association
- Monitoring all aspects of safeguarding (including British Values), SEN, equality (including the Public Sector Equality Duty) and student welfare relating to the Girls' School

# Boys' Admissions Committee

## Outline of responsibilities:

- To advise the Boys' School Local Governing Body on any aspects of admissions and the admission arrangements for the academy that may be relevant including reporting on admission patterns and matters of concern
- To respond when required by the Boys' School Local Governing Body to any proposal to amend the admission arrangements
- To manage any local consultation required in relation to any proposed amendment to the admission arrangements or otherwise to secure compliance with the Admissions Code
- To consider and decide upon each application for a place at the academy including reviewing and confirming the ranking of applications as advised by the local authority at the points of normal entry to the academy

# Girls' Admissions Committee

## Outline of responsibilities:

- To advise the Girls' School Local Governing Body on any aspects of admissions and the admission arrangements for the academy that may be relevant including reporting on admission patterns and matters of concern
- To respond when required by the Girls' School Local Governing Body to any proposal to amend the admission arrangements
- To manage any local consultation required in relation to any proposed amendment to the admission arrangements or otherwise to secure compliance with the Admissions Code
- To consider and decide upon each application for a place at the academy including reviewing and confirming the ranking of applications as advised by the local authority at the points of normal entry to the academy

## KEY ROLES

### CEO

- Provide strategic and operational leadership of the Trust
- Responsible for the internal organisation management and control of each of the academies and specifically:
- Development of Trust-wide strategies and strategies for individual academies for Trust Board approval
- Determining and implementing curriculum provision and assessment
- Line management of Headteachers, Menahel, Head of Operations and Head of Finance and, through delegation, securing line management of all other staff
- Performance management (including progression) of all staff
- Disciplinary, capability and grievance aspects relating to all staff other than Head of Finance
- Securing compliance with the Master Funding Agreement and each Supplemental Funding Agreement
- Ensuring the proper discharge of all statutory functions including in relation to admission appeals and reviews of permanent exclusion
- Appointment of all staff below Head Teacher and Head of School level
- Reporting termly to the Trust Board

### **Head of Finance**

- Provide financial leadership of the Trust
- Secure financial probity and value for money including compliance with the Academies Financial Handbook
- Prepare and maintain the Trust's Financial Manual
- Prepare budget for the Trust, including allocation of funds for centrally-maintained services, determining envelope of funding allocated to individual academies and determining sums to be delegated to each LGB for local spending, for Trust Board approval
- Reporting termly to Finance Committee
- Other specific responsibilities including spending and contracting

### **Headteacher**

- Subject to any limits on delegated powers reasonably imposed by the CEO, overall delegated responsibility for the internal organisation management and control of the academy including detailed decisions in relation to the use of the share of the Trust budget delegated to the academy in accordance with directions given by the LGB

## **TABLE OF DELEGATION**

### **Part one**

### **Decisions always reserved to Trust Board or Senior Executive Team Members**

#### **Key:**

Level 1: Members

Level 2: Trust Board

Level 3: Trust Board Finance Committee

Level 4: Trust Board Personnel Committee

Level 5: Chief Executive Officer

Level 6: Head of Finance

COLUMN TICKED: Action to be undertaken at this level

Key Function	Task	1	2	3	4	5	6
Governance	Approve changes to the Governance structure, Terms of Reference, Schemes of Delegation		x				
	Approve changes to the Articles or Funding Agreement (with EFA approval sought)		x				
	Appoint and remove the Chair and Vice Chair of the Board		x				

Task	1	2	3	4	5	6
Establish Trust committees		x				
Establish LGB committees		x				
Appoint and remove the Chairs of Committees		x				
Appoint and remove the Chairs of Local Governing Bodies		x				
Appoint and remove Trust Board members including carrying out Trust Board skills	x					
Approve the appointment of Clerk		x				
Review performance of the Board	x					
Review performance of Board committees and LGBs		x				
Review committee membership to ensure each have a diverse and appropriate skill set		x				
Ensure access to training for TB and LGB members and monitor take-up		x				
Change of Trust name	x					

		1	2	3	4	5	6
	<b>Task</b>						
	Organise calendar meetings for TB and LGB					x	
Finance	Approve Financial Scheme		x				
	Scrutinise all schools' budgets for the financial year			x			
	Approve the overall Trust budget for financial year		x				
	Review the Trust budget throughout the financial year			x			
	Review all schools' budgets throughout the financial year			x			
	Allocation of budgets to each school		x				
	Approve use of school reserves		x				
	Review and approve banking arrangements		x				
	Propose financial and procurement policies						x
	Approve financial and procurement policies		x				

		1	2	3	4	5	6
	<b>Task</b>						
	Maintain register of business interests						x
	Approve the appointment of external auditors		x				
Payroll	Approve overtime outside the delegated budget					x	
	Approve monthly school payroll						x
	Authorise payroll provider to make payroll payment						x
Staff & Performance Management	Appoint the CEO		x				
	Appoint Headteachers or Head of Schools		x				
	Performance review of CEO		x				
	Suspend the CEO (in accordance with policies and procedures)		x				
	End the suspension of the CEO (in accordance with policies and procedures)		x				
	Dismiss the CEO (in accordance with policies and procedures)		x				

Task	1	2	3	4	5	6
Appointment/ dismissal of the Head of Finance (in accordance with policies and		x				
Appointment/dismissal of other staff (in accordance with policies and procedures)					x	
Propose staff, HR, grievance, pay, performance management/appraisal, capability and disciplinary policies					x	
Implementation of capability policy (in accordance with policies and procedures)					x	
Approve staff, HR, grievance, pay, performance management, capability and disciplinary policies		x				
Approve changes to school staffing structures including recruitment and terms and conditions (within agreed budget)				x		
Approve changes to school staffing structures including recruitment and terms and conditions (outside of agreed budget)		x				
Approve re-grading of job roles					x	
Approve redundancies and staff restructures		x				
Approve appointments of central Trust posts		x			x	

		1	2	3	4	5	6
Performance & Curriculum	<b>Task</b>						
	Review progress across against all School Development Plans		x			x	
	Propose Trust 3 year Strategic Plan					x	
	Approve Trust 3 year Strategic Plan		x				
	Propose the Trust 1 year business plan						x
	Approve the Trust 1 year business plan		x				
Discipline/ Exclusions	Propose pupil behaviour policies					x	
	Approve pupil behaviour policies		x				
	Monitor implementation of pupil behaviour policies					x	
	Review of exclusions in accordance with statutory requirements (via LGB exclusions sub-committee)		x				
	Establish Independent Review Panels for permanent exclusions		x				
	Review permanent exclusion on reference from Independent Review Panel (via LGB exclusions sub-committee)		x				

		1	2	3	4	5	6
Admissions	<b>Task</b>						
	Approve admissions policy		x				
	Admissions application decisions (via LGB admissions sub-committee)		x				
	Establish Independent Admission Appeal Panels		x				
Premises & Insurance	Propose premises-related policies						x
	Approve premises-related policies		x				
	Approve appropriate insurance cover for all schools in the Trust			x			
	Propose Health & Safety Policy						x
	Approve Health & Safety Policy		x				
Health & Safety	Monitor implementation of H&S Policy			x			
	Develop a Risk Management Plan						x
	Approve a Risk Management Plan		x				

		1	2	3	4	5	6
	<b>Task</b>						
	Report on Risks to Board						x
	Asset Management policy and plan						x
	Approve times of school day and dates of school terms and holidays		x				
	Extended services on site						x
School Organisation	School uniform (via LGB)		x			x	
	Trust website		x			x	
	School website (via LGB)					x	
	Complaints policy		x				
	Attendance policy (via LGB)		x			x	
				x			x
Policy	Sex and relationships education policy		x			x	
	Teaching and learning policy		x			x	

Task	1	2	3	4	5	6
Religious Education policy, as required (specific if needed for each school in the Trust)		x				
Educational Visits policy		x			x	
Safeguarding and Child Protection policy		x			x	
Lettings policy		x				x
Staff and Trustee Expenses policies		x			x	
Gifts and hospitality policy		x			x	
Pay and Reward policy		x			x	
Whistle Blowing policy		x			x	

## Part Two

# Decisions that may be delegated to Local Governing Boards or reserved to the Trust Board

Note that this table includes all decisions other than those which should always be reserved to the Trust Board. Where different degrees of delegation are to be adopted in the light of the capacity of the LGB a separate table should be used for each LGB or category of LGB.

### Key:

Level 1: Trust Board

Level 2: Trust Board Finance Committee

Level 3: Trust Board Personnel Committee

Level 4: Local Governing Board

Level 5: Chief Executive Officer

Level 6: Head of Finance

Level 7: Academy Headteacher or Head of School

COLUMN TICKED: Action to be undertaken at this level

Key Function	Task	1	2	3	4	5	6	7
Finance	Local spend decisions				X			X
Payroll	Approve overtime within delegated budget							X
	Approve staff expenses							X

		1	2	3	4	5	6	7
Staff & Performance Management	<b>Task</b>							
	Participate in appointment of school leadership as provided for in relevant policies				x			
	Participate in performance review of HT/HoS				x	x		
	Participation in implementation of capability policy (in accordance with policies and procedures)					x		x
Performance & Curriculum	Propose School Development Plan					x		x
	Approve School Development Plan	x			x			
	Review progress against School Development Plan	x			x			
	Propose the school curriculum plan					x		x
	Approve the school curriculum plan	x			x			
	Propose pupil premium plan					x		x
	Approve pupil premium plan	x			x			
	Review pupil premium plan	x			x			

	<b>Task</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
Discipline/ Exclusions	Monitor implementation of pupil behaviour policies				x			
	Review of exclusions in accordance with statutory requirements (via LGB exclusions sub-committee)				x			
	Review permanent exclusion on reference from Independent Review Panel (via LGB exclusions sub-committee)				x			
Admissions	Consult before setting an Admissions Policy, when required	x			x			
	Propose Admissions Policy	x			x			
	Admissions application decisions (via LGB admissions sub-committee)				x			
Health & Safety	Monitor implementation of H&S Policy				x			
School Organisation	Extended services on site				x		x	
	School uniform	x			x			

Ratified by The Trust Board 5th June 2019