

## South Farnham Educational Trust - Scheme of Delegation

(Adopted on 6 March 2015 & last reviewed on 8 July 2019)

This Scheme:

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- should be read in conjunction with the Trust's Committee Terms of Reference;
- may only be altered or revoked by the Trustees.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under re Academies Financial Handbook, is set out in a separate document and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme is divided into four sections as follows:

- Strategy & Leadership;
- Education & Curriculum;
- Financial;
- HR & Operations.

To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found on the final page of this Scheme.

| STRATEGY AND LEADERSHIP  |  |   |  |   |
|--|--|---|--|---|
|  | Trustees   | CEO   | LGB  | Headteacher                                 |
| Set strategic objectives of the Trust & Academies  | Determine – for the Trust & Academies                    | Develop – in the case of the Academies in consultation with LGB & Headteacher | Recommend  | Consult – in the case of their Academy      |
| Develop the character, mission & ethos of Trust & Academies  | Determine – for the Trust<br>Consult – for the Academies | Develop – for the Trust<br>Consult – for the Academies                        | Deliver – for the Academies  | Recommend – for the Academies               |
| Deliver strategic objectives of the Trust & Academies  | Review   | Deliver   | Review   | Deliver                                     |
| Scrutiny: Performance – review & challenge progress of the Trust against its strategic objectives and KPIs                                       | Review – progress of the Trust & Academies               | Report<br>Review - reports from the LGBs/Headteachers                         | Review – progress of the Academy<br>Report – progress to the CEO & Board | Report – progress of the Academy to the LGB |
| Scrutiny: Ethos – operation of the Trust & Academies against the agreed character, mission & ethos   | Review   | Report  | Review   | Report                                      |
| Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook   | Review   | Deliver   | Comply   | Comply                                      |
| Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety) | Review   | Deliver<br>Report – to Board  | Review   | Deliver<br>Report – to LGB & CEO            |

| STRATEGY AND LEADERSHIP   |   |  |   |   |
|---|---|--|---|---|
|   | Trustees  | CEO  | LGB   | Headteacher                                   |
| <b>Compliance: Financial Oversight</b> - 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          | Determine – policies to ensure compliance<br>Review   | Deliver<br>Report – to Board   | Review  | Deliver<br>Report – to LGB & CEO              |
| <b>Compliance</b> – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions  | Determine – policies to ensure compliance<br>Deliver  |  | Deliver   |   |
| <b>Trust Risk Register</b>  | Review delivery   | Deliver – management of corporate risk register  | Review - Academy risk register  | Deliver – management of Academy risk register |
| <b>Appointments of Trustees and Governors</b> – ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills to run the Trust and the Academies) | Determine – policies and criteria for the selection of Trustees and Governors<br><br>Review – the Board’s own performance<br><br>Review – performance of the LGBs | Report - to the Board on the performance of the LGBs<br><br>Review - annually the size, structure and composition and skill Determines of LGBs<br><br>Recommend – if appropriate changes to the size and composition of the LGBs | Review - procedures for the election of staff and parent governors of the LGB<br><br>Review – own performance |   |
| <b>Register of Interests</b>  | Deliver   |  | Deliver   |   |

| STRATEGY AND LEADERSHIP   |   |  |   |  |
|---|---|--|---|--|
|   | Trustees  | CEO  | LGB   | Headteacher  |
| Appointment of Clerk – Board and LGBs   | Deliver - appoint the clerk to the Board & LGBs |  | Consult – in connection with the appointment of the LGB clerk             |  |
| Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding) | Determine                                       | Deliver – presenting policies to the Board for approval<br><br>Report – material non-compliance to the Board | Review – all policies approved by the Board and Academy specific policies | Deliver – presenting Academy specific policies for approval by the LGB<br><br>Report – non-compliance to the LGB and the CEO |
| Prepare terms of reference for LGB's and Committees   | Deliver<br><br>Review - annually                | Develop  | Consult   |  |
| Training programme for trustees and governors   | Deliver   | Develop  | Deliver   | Consult  |

| EDUCATION AND CURRICULUM  |   |  |   |  |
|---|---|--|---|--|
|   | Trustees  | CEO  | LGB   | Headteacher  |
| Academy Development Plan - for each Academy in line with strategic aims of the Trust        | Determine - the Academy Development Plan in consultation with the appropriate LGB | Deliver – drafting and agreeing the Academy Development Plan   | Recommend – Academy Development Plan to the Board   | Work with the CEO in producing the Academy Development Plan<br><br>Review – the Academy Development Plan |
| Key Performance Indicators – setting and reviewing performance of the Trust & the Academies | Determine – Trust wide and Academy KPIs<br><br>Review – performance against KPIs  | Consult – with the LGBs and propose KPIs to the Board<br><br>Receive reports - from the LGBs and report performance of the LGBs against KPIs | Recommend – targets for performance of the Academy to the CEO<br><br>Review – performance of the Academy and report to the CEO<br><br>Deliver - holding leadership to account for delivery against KPIs | Deliver – performance of the Academy against KPIs<br><br>Report – performance of the Academy to LGB      |

| EDUCATION AND CURRICULUM  |   |  |  |   |
|---|---|--|--|---|
|   | Trustees  | CEO  | LGB  | Headteacher   |
| <b>Quality of Teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes                         | Review - the work of the CEO  | Deliver - supporting the Academies and intervening where appropriate     | Review - at the Academy  | Review – management of staff to ensure teaching and learning objectives are met<br><br>Report- strengths and concerns in the quality of teaching to LGB |
| <b>Curriculum</b> – setting the curriculum for the Academies and reviewing its effectiveness  | Determine - curriculum and standards<br><br>Review – effectiveness of the curriculum across Trust | Deliver<br><br>Recommend   | Consult<br><br>Review  | Deliver   |
| <b>Curriculum</b> - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.                    |   |  | Review   | Deliver   |
| <b>Pupil Premium</b> – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap | Review  | Report – to Board effectiveness of use of the Pupil Premium across Trust | Determine & Review – how Pupil Premium is spent at the Academy | Deliver<br><br>Report – on effectiveness of use of the Pupil Premium  |

| EDUCATION AND CURRICULUM   |          |         |         |             |
|--|----------|---------|---------|-------------|
|  | Trustees | CEO     | LGB     | Headteacher |
| Collective worship arrangements for school without religious character   |          |         | Review  | Deliver     |
| Set admissions policy  | Deliver  | Develop |         |             |
| Admission decisions  |          |         | Deliver | Consult     |
| <p>Review – considering and evaluating performance of the Academies by:</p> <ul style="list-style-type: none"> <li>▪ reviewing progress against agreed KPIs</li> <li>▪ holding each academy’s leadership to account for academic performance, quality of care and quality of provision</li> <li>▪ monitoring the overall effectiveness and efficiency of leadership and management at the Academies</li> <li>▪ receiving reports on the quality of teaching and learning and making recommendations to the Board.</li> </ul> | Review   | Review  | Deliver | Report      |
| Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.  | Review   | Consult | Review  | Deliver     |

| EDUCATION AND CURRICULUM  |                                       |                 |   |  |
|---|---------------------------------------|-----------------|---|--|
|   | Trustees                              | CEO             | LGB   | Headteacher  |
| Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies' strategic plans. | Review                                | Consult         | Review  | Deliver  |
| Report – termly to Board on performance   | Review                                | Review          | Deliver   | Deliver  |
| Pupil issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)                                  | Review                                | Review delivery | Receiving reports from the Principal<br><br>Report any material issues to the Board and the CEO | Deliver – ensuring pupil issues are dealt with in accordance with Trust and Academy Policies<br><br>Report – to the LGB on any material issues |
| Academy Hours – setting the opening and closing times for the Academies   | Determine – in consultation with LGBs |                 | Consult – with the Board  | Comply   |
| Term Dates and length of school day   | Determine – in consultation with LGBs |                 | Consult – with the Board  | Comply   |
| School lunch – ensure provided to appropriate nutritional standards   |                                       |                 | Review  | Deliver  |



| EDUCATION AND CURRICULUM   |          |         |           |             |
|--|----------|---------|-----------|-------------|
|  | Trustees | CEO     | LGB       | Headteacher |
| Provision of free school meals to those meeting criteria   |          |         | Review    | Deliver     |
| <b>Safeguarding</b> – including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.  | Review   | Review  | Deliver   | Deliver     |
| <b>Stakeholder Engagement –</b> <ul style="list-style-type: none"> <li>▪ Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by students.</li> <li>▪ Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Academies to assess its performance against its stated aims and objectives.</li> <li>▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.</li> </ul> | Review   | Consult | Determine | Deliver     |
| <b>Ofsted Inspections Trust Support –</b>  | Deliver  | Deliver | Support   | Support     |

| EDUCATION AND CURRICULUM  |          |         |         |             |
|---|----------|---------|---------|-------------|
|   | Trustees | CEO     | LGB     | Headteacher |
| <ul style="list-style-type: none"> <li>▪ Board will liaise with Ofsted where MAT is inspected r it will assist with an Academy inspection.</li> <li>▪ CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review</li> <li>▪ CEO will support LGBs and Principals/Headteachers for individual Academy inspections</li> </ul> |          |         |         |             |
| <b>Ofsted Inspections: Academies</b>  | Review   | Support | Deliver | Deliver     |

| FINANCIAL   |                         |   |  |             |
|---|-------------------------|---|--|-------------|
|   | Trustees                | CEO   | LGB  | Headteacher |
| Appointment of the Audit & Risk Committee (Currently part of the Finance Committee)   | Deliver                 |   |  |             |
| Appointment of the Accounting Officer & Chief Financial Officer   | Deliver                 | Deliver – the Accounting Officer role   |  |             |
| Recommend appointment of External Auditors to the Members   | Deliver                 |   |  |             |
| Appointment of the Internal Auditors  | Deliver                 |   |  |             |
| Approve Annual Accounts   | Approve                 | Deliver – arrange for auditing and filing of annual report and accounts                     | Comply – by ensuring Academy keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts |             |
| Scheme of Financial Delegation & Financial Policies –establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements | Determine<br><br>Comply | Review – compliance<br><br>Report – any issues or non-compliance to the Board<br><br>Comply | Review - compliance by the Academy<br><br>Report – any issues or non-compliance to the CEO<br><br>Comply                                   | Comply      |

| FINANCIAL  |   |  |   |  |
|--|---|--|---|--|
|  | Trustees  | CEO  | LGB   | Headteacher                                      |
| <b>Bank Accounts</b> – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust   | Determine   | Recommend  |   |  |
| <b>Funding Model</b> - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust’s financial health in the short term and the long term | Determine – in consultation with the LGBs   | Recommend a funding model to the Board for approval<br>Review  | Consult – with the Board<br>Review - compliance with the overall financial plan for the Academy   | Comply   |
| <b>Trust Annual Budget</b> – formulating and setting the Trust wide budget   | Determine<br><br>Approve – significant variances (as defined in the Scheme of Financial Delegation) | Deliver - preparation of Trust budget and present to the Board for approval<br><br>Review – submission of Trust budget to the ESFA                                     |   |  |
| <b>Academy Annual Budgets</b> – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)                                 | Determine<br><br>Approve – significant variances (as defined in the Scheme of Financial Delegation) | Deliver - preparation of Academy budgets in consultation with the LGBs and present to the Board for approval<br><br>Review – submission of Academy budgets to the ESFA | Consult - with CEO & CFO in respect of the Academy’s requirements<br><br>Comply<br><br>Approve within permitted limits (as defined in the Scheme of Financial Delegation) any variances | Deliver – in consultation with CFO<br><br>Comply |

FINANCIAL

|  | Trustees                      | CEO   | LGB  | Headteacher   |
|--|-------------------------------|---|--|---|
| <b>Expenditure and ensuring delivery of Annual Budgets</b>   | Review                        | Report – to the board any material issues with delivery against the Annual Budget by the Academies<br><br>Receive reports – on matters of concern in connection with compliance with the Annual Budgets | Review<br><br>Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy | Report – to the LGB any need for any matters of concern in respect of the Academy’s annual budget |
| <b>Reporting:</b> financial reporting and KPIs   | Determine<br><br>Review       | Deliver   | Review   | Deliver   |
| <b>Investments</b> – agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation | Determine and review delivery | Deliver   |  |   |

| HR AND OPERATIONS   |  |  |   |   |
|---|--|--|---|---|
|   | Trustees   | CEO  | LGB   | Headteacher   |
| Appointing the CEO  | Appoint  |  |   |   |
| Appointing the Headteachers at each Academy   | Approve -in consultation with the CEO/ LGBs  | Recommend – sit on appointment panel along with, Trustee & two representatives of the relevant LGB   | Recommend – two representatives to sit on the appointment panel with the CEO & a Trustee                      |   |
| Appointing of cross-Trust Staff (in line with recruitment policy)   | Review   | Appoint and report to the Board  |   |   |
| Appointing Academy SLT (excluding Head)   |  | Consult  | Appoint and report to the Board   | Recommend   |
| Appointing Academy Staff (excluding SLT & Head)   |  |  | Appoint   | Recommend   |
| Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations | Determine<br>Review  | Comply   | Review  | Comply  |
| Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust’s pay policy and all statutory regulations)                       | Review – in respect of CEO<br>Receive reports – in respect of appraisal arrangements and outcomes<br>Review – any appeals in respect of the Principals and cross academy staff | Review – in respect of Headteachers and cross Trust staff (and any appeals from Academy staff)<br>Review - and Report – (annually) to the Board on appraisal arrangements and outcomes | Assure – in respect of performance management of Principal<br>Review – any appeals respect of all other staff | Review – in respect of all other staff<br>Report – annually to the CEO on appraisal arrangements and outcomes |

| HR AND OPERATIONS   |   |   |  |             |
|---|---|---|--|-------------|
|   | Trustees  | CEO   | LGB  | Headteacher |
| Setting Terms and Conditions of Employment and Staff Handbook   | Determine – and consider any proposals by LGBs to make amendments | Recommend   | Consult - report to Board on any suggested changes to the Academy's terms and conditions | Comply      |
| Dismissing CEO, Headteachers, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)   | Review – in respect of the CEO                                    | Review – in respect of Principals, cross academy staff and senior leadership teams of the Academies<br><br>Report – any dismissals to the Board | Review – in respect of the Principal of the Academy                                      |             |
| Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)  |   | Review<br>Report – to the Board   | Review (in consultation with the CEO)<br><br>Report – to the CEO                         | Comply      |
| Reviewing discipline and grievance policy   | Review delivery   | Recommend   | Review - in line with Trust policy   |             |
| Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy | Determine   | Deliver   | Comply   | Comply      |

| HR AND OPERATIONS   |   |  |   |   |
|---|---|--|---|---|
|   | Trustees                                  | CEO  | LGB   | Headteacher                                 |
| Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy | Determine                                 | Review   | Deliver – in accordance with Trust policy   | Recommend                                   |
| Enter into contracts – up to limit of delegation set out in Scheme of Financial Delegation  | Deliver                                   | Deliver  | Review  | Deliver                                     |
| Determining and allocating central services provided to the Academies by the Trust  | Determine (in consultation with the LGBs) | Deliver– on recommending the allocation of services to the Board | Consult   | Consult                                     |
| Overseeing the effectiveness of services provided centrally by the Trust  | Review                                    | Deliver and report to Board                                      | Report – to the Board   |   |
| Asset and Premises Maintenance Strategy – determining use of Academies' premises and ensuring premises are adequately maintained                          | Determine – Trust wide policy             | Recommend  | Determine – academy plan in accordance with Trust policy<br>Review delivery of academy plan | Deliver – in accordance with Academy policy |
| Acquiring and disposing of Trust land   | Deliver                                   | Recommend  |   |   |
| Changing use of Assets  | Deliver                                   |  | Recommend to the Board of any changes to fixed assets used by the Academy                   |   |



| HR AND OPERATIONS   |           |                                 |         |             |
|---|-----------|---------------------------------|---------|-------------|
|   | Trustees  | CEO                             | LGB     | Headteacher |
| Arranging insurance for the Trust   | Review    | Deliver                         |         |             |
| Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community   | Review    | Deliver – Trust wide activities | Comply  | Comply      |
| Information management – including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records (staff, student) | Determine | Deliver                         | Comply  | Comply      |
| Academy Prospectus  |           | Review                          | Deliver | Recommend   |
| Trust Prospectus and website  | Review    | Deliver                         |         |             |

In this Scheme the phrases used above have the following meanings:

**Comply:** the individual/group will follow agreed policies and procedures.

**Consult:** the individual/group that should be consulted as part of the process of completing a particular task.

**Deliver:** the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Headteacher this will be at Academy level.

**Determine:** the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

**Develop:** the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

**Recommend:** the individual/group that should make recommendations as to how a particular task should be completed. In the case of:

- the CEO they will be making recommendations to the Board and/or LGB (as appropriate)
- the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Headteacher (as appropriate)

- the Headteacher they will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

**Report:** the individual/group that has responsibility for reporting on the delivery of tasks. In the case of:

- the CEO they will be making reports to the Board and/or LGB (as appropriate)
- the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate)
- the Headteacher they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

**Review:** the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of:

- the Board they will be reviewing the CEO and/or LGB (as appropriate)
- the CEO they will be reviewing the Headteacher
- the LGB they will be reviewing the Headteacher and his/her leadership team.

**Support:** the individual/group that should support completing a particular task.