

# **South Farnham Educational Trust - Scheme of Delegation**

(Adopted on 6 March 2015 & last reviewed on 4 July 2024)

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 the Academies Trust 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
<b>Set strategic objectives of the Trust &amp; Academies</b>	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
<b>Develop the character, mission &amp; ethos of Trust &amp; Academies</b>	Determine – for the Trust Consult – for the Academies	Develop – for the Trust Consult – for the Academies	Deliver – for the Academies	Recommend – for the Academies
<b>Deliver strategic objectives of the Trust &amp; Academies</b>	Review	Deliver	Review	Deliver
<b>Scrutiny: Performance</b> – review & challenge progress of the Trust against its strategic objectives and KPIs	Review – progress of the Trust & Academies	Report Review - reports from the LGBs/Headteachers	Review – progress of the Academy Report – progress to the CEO & Board	Report – progress of the Academy to the LGB
<b>Scrutiny: Ethos</b> – operation of the Trust & Academies against the agreed character, mission & ethos	Review	Report	Review	Report
<b>Compliance: Funding Agreement</b> – comply with all obligations including the Academies Financial Handbook	Review	Deliver	Comply	Comply
<b>Compliance: Regulatory</b> – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Deliver Report – to Board	Review	Deliver 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 Review	Deliver Report – to Board	Review	Deliver 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 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 Review – the Board’s own performance Review – performance of the LGBs	Report - to the Board on the performance of the LGBs Review - annually the size, structure and composition and skill Determines of LGBs 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 Review – own performance	
<b>Register of Interests</b>	Deliver		Deliver	
<b>Appointment of Clerk – Board and LGBs</b>	Deliver - appoint the clerk to the Board & LGBs		Consult – in connection with the appointment of the	

## STRATEGY AND LEADERSHIP

	Trustees	CEO	LGB	Headteacher
			LGB clerk	
<b>Policies – review and approval of Trust Wide Policies</b> (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine	Deliver – presenting policies to the Board for approval  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  Report – non-compliance to the LGB and the CEO
<b>Prepare terms of reference for LGB’s and Committees</b>	Deliver  Review - annually	Develop	Consult	
<b>Training programme for trustees and governors</b>	Deliver	Develop	Deliver	Consult

## EDUCATION AND CURRICULUM

	Trustees	CEO	LGB	Headteacher
<b>Academy Development Plan</b> - 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  Review – the Academy Development Plan
<b>Key Performance Indicators – setting</b> and reviewing performance of the Trust & the Academies	Determine – Trust wide and Academy KPIs  Review – performance against KPIs	Consult – with the LGBs and propose KPIs to the Board  Receive reports - from the LGBs and report performance of the LGBs against KPIs	Recommend – targets for performance of the Academy to the CEO  Review – performance of the Academy and report to the CEO  Deliver - holding leadership to account for delivery against KPIs	Deliver – performance of the Academy against KPIs  Report – performance of the Academy to LGB

<b>EDUCATION AND CURRICULUM</b>				
	<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Headteacher</b>
<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  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  Review – effectiveness of the curriculum across Trust	Deliver  Recommend	Consult  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  Report – on effectiveness of use of the Pupil Premium
<b>Collective worship arrangements for school without religious character</b>			Review	Deliver

<b>EDUCATION AND CURRICULUM</b>				
	<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Headteacher</b>
<b>Set admissions policy</b>	Deliver	Develop		
<b>Admission decisions</b>			Deliver	Consult
<b>Review – considering and evaluating performance of the Academies by:</b> <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
<b>Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.</b>	Review	Consult	Review	Deliver
<b>Review priorities - considering the aims and priorities for raising standards of achievement in each of the Academies’ strategic plans.</b>	Review	Consult	Review	Deliver
<b>Report – termly to Board on performance</b>	Review	Review	Deliver	Deliver
<b>Student issues</b> (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review delivery	Receiving reports from the	Deliver – ensuring student issues are

EDUCATION AND CURRICULUM				
	Trustees	CEO	LGB	Headteacher
			Headteacher  Report any material issues to the Board and the CEO	dealt with in accordance with Trust and Academy Policies  Report – to the LGB on any material issues
<b>Academy Hours</b> – setting the opening and closing times for the Academies	Determine – in consultation with LGBs		Consult – with the Board	Comply
<b>Term Dates and length of school day</b>	Determine – in consultation with LGBs		Consult – with the Board	Comply
<b>School lunch</b> – ensure provided to appropriate nutritional standards			Review	Deliver
<b>Provision of free school meals to those meeting criteria</b>			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> –	Review	Consult	Determine	Deliver



EDUCATION AND CURRICULUM				
	Trustees	CEO	LGB	Headteacher
<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>				
<b>Ofsted Inspections Trust Support –</b> <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 Headteachers/Headteachers for individual Academy inspections</li> </ul>	Deliver	Deliver	Support	Support
<b>Ofsted Inspections: Academies</b>	Review	Support	Deliver	Deliver

<b>FINANCIAL</b>				
	<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Headteacher</b>
<b>Appointment of the Audit &amp; Risk Committee (Currently part of the Finance Committee)</b>	Deliver			
<b>Appointment of the Accounting Officer &amp; Chief Financial Officer</b>	Deliver	Deliver – the Accounting Officer role		
<b>Recommend appointment of External Auditors to the Members</b>	Deliver			
<b>Appointment of the Internal Auditors</b>	Deliver			
<b>Approve Annual Accounts</b>	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	
<b>Scheme of Financial Delegation &amp; Financial Policies –establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements</b>	Determine  Comply	Review – compliance  Report – any issues or non-compliance to the Board  Comply	Review - compliance by the Academy  Report – any issues or non-compliance to the CEO   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 Review	Consult – with the Board  Review - compliance with the overall financial plan for the Academy	Comply
<b>Trust Annual Budget</b> – formulating and setting the Trust wide budget	Determine  Approve – significant variances (as defined in the Scheme of Financial Delegation)	Deliver - preparation of Trust budget and present to the Board for approval  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  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  Review – submission of Academy budgets to the ESFA	Consult - with CEO & CFO in respect of the Academy’s requirements  Comply  Approve within permitted limits (as defined in the Scheme of Financial Delegation) any variances	Deliver – in consultation with CFO  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  Receive reports – on matters of concern in connection with compliance with the Annual Budgets	Review  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  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		

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

<b>HR AND OPERATIONS</b>				
	<b>Trustees</b>	<b>CEO</b>	<b>LGB</b>	<b>Headteacher</b>
<b>Setting Terms and Conditions of Employment and Staff Handbook</b>	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
<b>Dismissing CEO, Headteachers, senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)</b>	Review – in respect of the CEO	Review – in respect of Headteachers, cross academy staff and senior leadership teams of the Academies  Report – any dismissals to the Board	Review – in respect of the Headteacher of the Academy	
<b>Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)</b>		Review  Report – to the Board	Review (in consultation with the CEO)  Report – to the CEO	Comply
<b>Reviewing discipline and grievance policy</b>	Review delivery	Recommend	Review - in line with Trust policy	
<b>Setting trust wide procurement policies</b> (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the	Determine	Deliver	Comply	Comply

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

HR AND OPERATIONS				
	Trustees	CEO	LGB	Headteacher
			to fixed assets used by the Academy	
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/Head 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/Head (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/Head 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/Head
- the LGB they will be reviewing the Headteacher/Head and his/her leadership team.

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