



# **SPECIALIST LEARNING TRUST**

## Scheme of Financial Delegation Policy

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## Introduction

Specialist Learning Trust (the Trust) is a company limited by guarantee and is an exempt charity. The Trust is the legal entity with the Board of Trustees having collective accountability and responsibility for the Trust and assuring itself that there is compliance with regulatory, contractual and statutory requirements.

The Trust is constituted under a Memorandum of Association and Articles of Association (the Articles) which set out the purposes and powers of the Trust and how these are to be exercised. The board of trustees of Specialist Learning Trust (the board) has accountability for the operation of all areas of the Trust however, under the Articles, the board has the power to delegate responsibility for areas of decision making to any Trustee, committee, accounting officer/headteacher and the senior leadership team such of their powers or functions as the board considers desirable to be exercised by them. Any such delegation may be made subject to any conditions the board may impose and may be revoked or altered. Where any power or function of the board has been exercised by any committee or person, that committee or person shall report to the board in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the board immediately following the taking of the action or the making of the decision.

The decision to delegate a function is made by the board in accordance with the Articles. Without such delegation the individual or committee has no power to act.

This scheme of delegation lays out the roles, responsibilities and delegated responsibilities of the key stakeholders in Specialist Learning Trust. It has been reviewed and approved by the board and will be reviewed and updated as appropriate in line with this policy.

## Statement of intent

The Trust is committed to providing a high standard of education and care, whilst ensuring that robust internal controls are in place to ensure that value for money, high standards of financial propriety, compliance with the Trust's legal responsibilities and efficient use of resources is achieved. The internal control systems outlined in this document will be implemented at all times with the aim of ensuring that the Trust acts in an effective and transparent manner.

## 1. Legal framework

This scheme of delegation has been developed to clarify strategic level accountability and responsibilities across the Trust. It takes into account the Funding Agreement, corporate and charity law, the Academy Trust Handbook (ATH) and other DfE guidance.

## 2. Roles and Responsibilities

### **The Members**

Academy trusts are set up as charitable companies and so must have members. By agreeing to be a member of an academy trust, a member agrees to act on behalf of the academy trust in accordance with its articles of association and so owes a duty of single-minded loyalty to the academy trust. Members have a similar role to shareholders of a company limited by shares; in this case, to further the academy trust's charitable purpose.

The members are responsible for holding the board of trustees to account for the effective governance of the trust, but will have minimal involvement in running the trust.

## Board of Trustees

The responsibilities of the board can be summarised as the following: -

- Ensuring clarity of vision, ethos and strategic direction;
- Holding senior leaders to account for the education performance of the Trust and its pupils and the effective and efficient performance management of staff;
- Overseeing the financial performance of the Trust and ensuring its money is well spent.<sup>1</sup>

The trustees are accountable for ensuring that the trust is operating in accordance with the law, its articles of association, its charitable objects, its funding agreement and the ATH.

The trustees are accountable for taking ownership of the trust's financial sustainability and its ability to operate as a going concern which includes the proper stewardship of assets, ensuring regularity, propriety, and value for money in the trust's activities, and the efficient use of resources to maximise outcomes for pupils.

In which connection, the trustees<sup>2</sup> will appoint an external auditor to give an opinion on whether the annual accounts present a true and fair view of the trust's financial performance and position and, as reporting accountant, provide a regularity assurance conclusion.<sup>3</sup>

The trustees are required to agree a formal schedule of matters reserved for its decisions, which should not be delegated within the school.

These are the areas which the Trustees will oversee: -

- Appointing and managing the performance of the headteacher;
- Approval of the school development plan;
- Approval of statutory policies developed by committees (e.g., related to the curriculum, procurement, finance, risk management etc.);
- Approval of the annual budget;
- Determining levels of expenditure to be approved by the board itself and levels to be delegated.

Beyond this, the board establishes by this scheme of delegation<sup>4</sup> separate committees to deal with specific areas of school business and has determined the delegated responsibilities to be assigned to those committees, to ensure that matters can be dealt with in appropriate detail and with sufficient frequency. The scheme of delegation will be formally approved by the board of trustees annually.

Accordingly, the board has established the following committees: -

- **Finance, Operation and Audit** committee to deal with finance, audit, premises and property, health and safety, human resources, employee relations and workforce planning;
- **Curriculum, Attainment and Progress** committee to deal with attainment, standards, teaching and learning, attendance, special educational needs and the curriculum;
- **Welfare and Safeguarding** committee to deal with the safeguarding and well-being of the pupils and staff;
- **Headteacher's Performance Management panel.**

Each committee has its own terms of reference approved or re-affirmed annually by the board.

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<sup>1</sup> p13, Academy Trust Governance – Structure & Role Descriptors, DfE Oct 2020

<sup>2</sup> Section 485, Companies Act 2006

<sup>3</sup> Section 4.1, Choosing an external auditor for an Academy Trust, DfE, Sep 2023

<sup>4</sup> Section 2.4, Academies Financial Handbook, DfE, Sep 2023

Where the board has decided to delegate matters for consideration by committees, each committee will be chaired by a trustee. The membership of any committee may include persons who are not trustees provided that a majority of the members are trustees. All members of the committee, including those who are not trustees, are entitled to vote at committee meetings unless the terms of reference for the committee otherwise state.<sup>5</sup>

The board will ensure that it receives adequate feedback on the work of those committees and is able to consider their decisions formally.

The board accepts that the establishment of a finance, operations and audit committee does not lessen its overall responsibility to manage the finances of the school.

A declared conflicts of interests register for all trustees and staff (executive and non-executive) with financial responsibilities will be kept and maintained by the board.

### The Accounting Officer and Headteacher

The board is required to appoint, in writing, a named individual as its accounting officer who will also be the headteacher<sup>6</sup> delegating such powers and functions as it considers are required by the headteacher for the internal organisation, management and control of the school (including the implementation of all policies approved by the trustees), and for the direction of the teaching and curriculum at the school.

This post confers executive responsibility for financial and administrative matters as the headteacher is personally responsible to the board for the following -:

- ensuring regularity, propriety, compliance and value for money;
- prudent and economical administration;
- avoidance of waste and extravagance;
- efficient and effective use of available resources;
- the day-to-day organisation, staffing and management of the school.
- ensuring the academy trust's property and assets are under the trustees' control and measures exist to prevent losses or misuse
- ensuring bank accounts, financial systems and financial records are operated by more than one person
- keeping full and accurate accounting records to support the annual accounts.

The board has appointed **Ian Travis** as the accounting officer and headteacher. He will act as an ex-officio trustee.

The headteacher may delegate, or appoint others to assist in the above-mentioned responsibilities, for example, the delivery of the school's detailed accounting processes may be delegated to the chief financial officer (CFO) and school business manager (SBM).

The headteacher maintains responsibility for the following: -

- approving new staff appointments within the authorised establishment, except for any senior staff posts which should be approved by the board;
- authorising contracts and/or ordering supplies in accordance with the schedule below and the tendering policy;
- approving payments in accordance with the schedule below or the Tendering Policy.

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<sup>5</sup> Section 101, Articles of Association, Specialist Learning Trust

<sup>6</sup> Sections 1.27-1.28, Academies Financial Handbook, DfE, Sept 2023

Specific authorisation levels are listed below in the Scheme of Delegation of Financial Powers (attachment 6).

Each year, the accounting officer is required to share the annual 'Dear Accounting Officer' letter from the DfE with the trust's members, trustees, chief financial officer and other members of the executive team. They must also arrange for it to be discussed by the board of trustees and take action where appropriate to strengthen the trust's financial system and controls. The board recognises also that the headteacher has the following specific responsibilities: -

- A responsibility for financial matters which includes a personal responsibility to Parliament and to DfE's accounting officer for the trust's financial resources. The Headteacher must be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly [regularity](#), [propriety](#) and [value for money](#).<sup>7</sup>
- A responsibility to adhere to [The Seven Principles of Public Life](#).<sup>8</sup>

The board recognises that the headteacher must take personal responsibility (which must not be delegated) for assuring the board that there is compliance with the ATH and the funding agreement. The headteacher must advise the Board in writing if, at any time, in his opinion, any action or policy under consideration by them is incompatible with the terms of the articles, funding agreement or the ATH.

Similarly, the headteacher must advise the board in writing if the board appears to be failing to act where required to do so by the terms and conditions of the ATH or funding agreement. Where the board is minded to proceed, despite the advice of the headteacher, the headteacher must consider the reasons the board gives for its decision. If, after considering those reasons the headteacher still considers that the action proposed by the board is in breach of the articles, the funding agreement or the ATH, the headteacher must notify DfE's accounting officer immediately, and in writing.

### **The Chief Financial Officer (CFO)**

The board is required to appoint, in writing, a named individual as a suitably qualified CFO who is employed by the trust.<sup>9</sup> The CFO will take responsibility for the trust's detailed financial procedures playing both a technical and leadership role in the academy.

The board has appointed **Claire Cousins** as the chief financial officer.

As a key member of the leadership team, under the direction of the headteacher, the CFO is responsible for the following: -

- helping the academy to develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest;
- leading the promotion and delivery by the whole organisation of good financial management so that public money is always safeguarded and used appropriately, economically, efficiently and effectively.
- the management of the trust's financial position at a strategic and operational level within the framework of financial control, as determined by the board of trustees, maintaining effective systems of internal control within the trust.

Specific authorisation levels are listed below in the Scheme of Delegation of Financial Powers (attachment 6).

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<sup>7</sup> Sections 1.30-1.31, Academies Financial Handbook, DfE, Sep 2023

<sup>8</sup> Section 1.32, Academies Financial Handbook, DfE, Sep 2023

<sup>9</sup> Section 1.38, Academies Financial Handbook, DfE, Sep 2023

The CFO is expected to attend meetings of the board of trustees and other relevant sub-committees for the purposes of reporting and informing Trustees.

### **The School Business Manager (SBM)**

Whereas there is no requirement to name the SBM within the Scheme of Delegation, the board has chosen, because of the importance and seniority of the SBM role within the school, to include the SBM's within this scheme.

The board has appointed **Julie Joyce** as the **school business manager**.

Under the direction of the headteacher, as a member of the SLT, the SBM is responsible for the following: -

- Implement school-wide changes and allocate resources in line with the school improvement plan, putting policies and procedures in place and communicating them to staff
- Manage the school's compliance with health and safety regulations, and put in place processes and procedures to ensure the safety of all in the school
- Advise on HR issues within school, liaison with the external HR provider and ensuring that recruitment, appraisal, disciplinary and grievance policies are administered in accordance with employment law
- Manage the school's compliance with statutory obligations, and advise others on the relevant legal, regulatory and ethical requirements

Specific authorisation levels are contained within the Scheme of Financial Delegation (attachment 6)

The SBM is expected to attend meetings of the board of trustees and other relevant sub-committees for the purposes of reporting and informing trustees.

### **Committees**

The board has established the following committees: -

- Finance, operations and audit committee
- Curriculum, attainment and progress committee
- Welfare and safeguarding
- Headteacher's performance management

The terms of reference for these committees are found in the attachments to this document.

### **Delegated powers of other school staff**

The board of trustees recognises the right of the headteacher to delegate to designated staff members financial responsibility in order to support the headteacher with the maintenance of the financial controls and procedures in operation at the trust.

Staff members with financial responsibility must be aware of the financial regulations which they must act in accordance with.

The following members of staff are authorised to receive and check goods on behalf of the trust:

- Budget holders
- Finance officers and administrators nominated by the CFO

Appointed finance officers and administrators are responsible for checking and certifying monthly statements of expenditure against the delegated budget, reporting any potential overspending to the CFO.

Staff members will notify the CFO and/or the SBM of any eventuality that could affect the trust's insurance arrangements, such as a hot works on buildings, building works in excess of £250,000, transportation of pupils in vehicles.

All staff members with financial accountability are responsible for maintaining accurate and up-to-date records regarding their actions in relation to the trust's finances.

### 3. General financial management

All trust funds, including those involving credit cards and online banking, will only be used for business expenditure and all balances will be cleared before interest accrues.

Relevant financial procedures implemented within the Trust are outlined in the following trust policies:

- Pay Policy
- Gifts, Hospitality and Anti-bribery Policy
- Tendering and Procurement Policy
- Lettings Policy
- Asset Control Policy
- Reserves and Investment Policy

All special payments, including special staff severance of any value, will be disclosed in total and individually.

All members, trustees and officers with financial responsibility are required to record the details of any relevant business and pecuniary interests – relevant material interests arising from family relationships must also be detailed. This register will be published on the trust's website.

All members, trustees, employees and their relations, and organisations are responsible for ensuring that their connections to the Trust are not used for personal financial gain.

The Trust will always pursue recovery of amounts owed to it, overpayments and payments made in error, irrespective of how they came to be made.

No payments will be made to trustees unless such payments are permitted by the trust's articles of association, or by express authority from the Charity Commission, and the payments will comply with the terms of any agreements entered into with the Secretary of State.

In accordance with the specified authorisation levels in attachment 6, prior approval will be obtained for purchases and payments as necessary, including from external parties such as the ESFA and Charity Commission.

All agreements between the Trust and an individual or organisation will be on the basis of an open book agreement, including a requirement for the supplier to demonstrate, if requested, that their charges do not exceed the cost of supply.

All agreements between the Trust and an individual or organisation will be supported by a statement of assurance from the individual or organisation confirming that their charges do not exceed the cost of the goods or services supplied.

The DfE's 'Get Information About Schools' (GIAS) will be kept up-to-date and the DfE will be notified about any changes relating to governance information.

### 4. Monitoring and review

This document is reviewed annually in September by the board of trustees, and immediately when there has been a change in trust management or organisation structure, or if updates to the ATH require changes to be made.



## Terms of Reference - Finance, Operations and Audit Committee

The board has chosen to establish a joint finance, operations and audit committee to oversee the areas of finance, premises and property, health and safety, human resources (employee relations and workforce planning), personnel and audit in accordance with the provisions of the AFH<sup>10</sup>.

The finance, operations and audit committee will direct the trust's programme of internal scrutiny to ensure that risks are being addressed appropriately reporting to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks.

### Membership and quorum

The membership of this committee may include persons who are not trustees, provided that a majority of members of the committee shall be trustees. The chair, members of the committee and clerk of the committee shall be non-executive members and shall be appointed by the board. The chair of Finance, Operations and Audit shall be a non-executive member of the board other than the chair of the board. Trustees who are not members of the Finance, Operations and Audit Committee have the right of attendance.

The chair of trustees will not be the chair of the committee.

The headteacher as accounting officer, the CFO and the SBM will be expected to attend meetings of the committee.

The quorum of the committee will be one half of the numbers of the committee rounded up to the nearest full number; for example, if the committee consists of five members then a minimum of three members must attend the meeting in order to meet the quorum.

### Term of office

The committee will be appointed annually by the board and shall hold office from either the date of their appointment until their resignation or their omission from membership of the committee on subsequent consideration by the board, whichever happens first.

### Meetings

The committee will meet as often as necessary to fulfil its responsibilities and at least once every half term.

The clerk or CFO will circulate an agenda and any supporting documents relevant to the meeting no fewer than five working days prior to the meeting.

It is the responsibility of the trustee assigned to the committee to chair the meeting.

The clerk will take minutes of the meeting which will then be circulated to the committee members and the board.

The committee may invite non-members to meetings to assist or advise on a particular matter or issue.

A register of attendance shall be kept for each meeting and will be published on an annual basis.

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<sup>10</sup> Sections 3.6-3.7, Academies Financial Handbook, DfE, Sept 2023

## **Authority**

The finance, operations and audit committee is an advisory body with no executive powers. However, it is authorised by the board to investigate any activity within its terms of reference and to seek any information it requires from staff, who are requested to co-operate with the committee, in the conduct of its inquiries.

The finance, operations and audit committee is authorised to obtain independent professional advice if it considers this necessary.

## **Duties and Responsibilities**

The specific duties and responsibilities of the finance, operations and audit committee are listed in its terms of reference.

In general, in relation to the finance and operations element, these can be said to be the following:

### **FINANCE AND OPERATIONS**

- review the annual budget in detail and to make recommendations to the Board;
- review the school's internal and external financial statements and reports to ensure that they reflect best practice;
- discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor has the fullest co-operation of staff;
- consider all relevant reports by the CFO and SBM and/or the appointed external auditor, including reports on the trust's accounts, achievement of value for money and the response to any management letters;
- review the effectiveness of the trust's internal control system established to ensure that the aims, objectives and key performance targets of the organisation are achieved in the most economic, effective and environmentally preferable manner;
- review any report in relation to the operation of the trust's buildings and grounds;
- review the trust's estates rolling maintenance programme and capital plan on an annual basis
- review new and existing policies relating to the employment and conditions of staff at the trust and make recommendations to the board which will include the development and implementation of an effective pay policy;
- review and monitor the health and safety policy statement in order to safeguard the health and wellbeing of students, employees and visitors to the academy, and to make recommendations to the board;
- review the operation of the trust's code of conduct for trustee members and code of conduct for staff;
- delegate to a discrete Pay Committee the review of the recommendations of the headteacher as to salaries particularly any discretionary awards.
- Be responsible for ensuring that appropriate insurance arrangements are in place for the trust.

Members will be expected to withdraw from the meeting if there is an identified or potential conflict of interest, or there is a motion to question their ability to remain impartial.

### **AUDIT**

Membership of this element of the committee will be limited to trustees as employees of the trust are not permitted to be members of the audit element; however, the headteacher, the CFO and

SBM will attend committee meetings wherever possible to provide information and participate in discussions. The committee can, however, appoint non-voting members to advise the committee.

Only trustees will vote on any matters.

Members of the audit committee will withdraw from the meeting if there is an identified or potential conflict of interest, or there is a motion to question their ability to remain impartial.

The specific duties and responsibilities of the audit committee are listed below: -

## **Duties and Responsibilities**

### **Internal control**

- Agree a programme of work annually to deliver internal scrutiny that provides coverage across the year, reviewing the ratings and responses on the trust's risk register to inform the programme.
- Consider internal scrutiny reports and discuss the progress made against recommendations.
- The committee will report the findings from internal scrutiny activities to the board of trustees.
- Revisit findings from external auditors and reviewing actions in response to audits.

### **External Audit**

- Take responsibility for the advising the Board on the appointment, re-appointment, dismissal and remuneration of external and regulatory auditors, and for reviewing the quality of their work.
- Review the external auditor's plan each year, the annual report and accounts, the auditor's findings and actions taken by the trust's managers in response to those findings.
- Discuss the implications of the result of the accounting officer's statement of regularity

### **Risk**

- Report to the board of trustees on the adequacy of the trust's risk management processes.
- Make recommendations and advise on the strategic processes for risk, control and governance, and the governance statement.
- Including contingency and business continuity planning as part of risk management procedures.

The committee will consider any other matters as requested to do so by the Governing Board and report at least once a year on the discharge of the duties listed above notwithstanding the requirement to report reporting to the board on the proceedings, recommendations and decisions of the committee.

## **Terms of Reference - Curriculum, Attainment and Progress Committee**

The Board has chosen to establish a curriculum, attainment and progress committee to be responsible for ensuring that standards across the school, especially with regards to pupils and learning, are set, achieved and maintained.

### **Membership and quorum**

The committee will be appointed by the trust board. Trustee members will ensure that other committee members have the necessary skills and experience to successfully fulfil the committee functions. There is no statutory guidance for the number of people who should be on the committee; however, the minimum number should be three so that there are enough members to hold a majority when voting on matters discussed by the committee.

The quorum of the committee will be one half of the numbers of the committee rounded up to the nearest full number, for example, if the committee consists of five members then a minimum of three members must attend the meeting in order to meet the quorum. The Deputy Headteacher will be expected to attend meetings. Minutes will be kept and circulated to the full Board of Trustees.

Minutes will be kept and circulated to the full board of trustees

### **Term of office**

The committee will be appointed annually by the board and shall hold office from either the date of their appointment until their resignation or their omission from membership of the committee on subsequent consideration by the board, whichever happens first.

### **Meetings**

The committee will meet as often as necessary to fulfil its responsibilities and at least once per term.

The clerk or Deputy Headteacher will circulate an agenda and any other documents relevant to the meeting no fewer than five working days prior to the meeting.

It is the responsibility of the trustee assigned to the committee to chair the meeting.

The clerk will take minutes of the meeting which will then be circulated to the committee members and the board.

The committee may invite non-members to meetings to assist or advise on a particular matter or issue.

A register of attendance shall be kept for each meeting and will be published on an annual basis.

### **The duties of the committee include: -**

- Monitoring the standards and progress relating to pupils and their learning.
- Using attainment and achievement data provided by the school to evaluate the impact of teaching and learning on the levels of attainment.
- Monitoring the progress of pupils and reporting this information back to the board, advising them in respect of targets for pupil achievement across the trust.
- Analysing performance trends that might be present within the school and comparing these to other special schools locally and nationally.

- Having knowledge of the educational needs of pupils within the trust and monitoring pupil performance data of specific groups of pupils, e.g. the Individual Educational Plan targets of pupils.
- Understanding the targets that have been and challenging underperformance within the school against these targets and more general expectations.
- Ensuring that the curriculum is balanced, broadly based and effective, using a variety of different sources, such as attainment data.
- Reviewing the curriculum and assessment policies, and recommending amendments to the board.
- Ensuring that there are effective procedures in place across all academies within the school regarding pupil support, attendance and discipline.
- Monitoring and then advising the board on school improvement work, leadership standards and governance effectiveness.
- Obtaining progress reports from the school and other such as post-Ofsted action plans and any other formal evaluation reports related to the quality and effectiveness of learning within the school.
- Ensuring that there are effective procedures in place for the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the school.
- Ensuring that the highest possible standards are set, achieved and maintained across the trust.
- Identifying areas of concern regarding performance and standards within the school, implementing action plans with the consultation of the board where necessary.
- Reviewing its own progress on a regular basis, taking into account its own performance, constitution and terms of reference to make sure that the committee is operating at its full potential.
- Monitoring and advising the board on the achievement of Intervention strategies and plans.

### **Authority**

The committee is authorised by the board to:

- Investigate any activity within its terms of reference.
- Seek any information it requires from any employee, with all employees directed to cooperate with any request made by the committee.
- Obtain any outside legal or independent professional advice where it deems it necessary.

## **Terms of Reference - Welfare and Safeguarding Committee**

### **Introduction**

The Board has a collective responsibility for safeguarding at the School. The purpose of the committee is to assist the Board in fulfilling its oversight responsibilities for child protection and safeguarding at the school, and to provide additional support for the nominated safeguarding Trustee.

### **Membership and quorum**

The committee will be appointed by the trust board. Trustees committee members will ensure that other committee members have the necessary skills and experience to successfully fulfil the committee functions. There is no statutory guidance for the number of people who should be on the committee; however, the minimum number should be three so that there are enough members to hold a majority when voting on matters discussed by the committee.

The quorum of the committee will be one half of the numbers of the committee rounded up to the nearest full number, for example, if the committee consists of five members then a minimum of three members must attend the meeting in order to meet the quorum. The assistant headteacher will be expected to attend meetings. Minutes will be kept and circulated to the full board of trustees.

### **Term of office**

The committee will be appointed annually by the board and shall hold office from either the date of their appointment until their resignation or their omission from membership of the committee on subsequent consideration by the board, whichever happens first.

### **Meetings**

The committee will meet as often as necessary to fulfil its responsibilities and at least once per term.

The clerk or assistant headteacher will circulate an agenda and any other documents relevant to the meeting no fewer than five working days prior to the meeting.

It is the responsibility of the trustee assigned to the committee to chair the meeting.

The clerk will take minutes of the meeting which will then be circulated to the committee members and the board.

The committee may invite non-members to meetings to assist or advise on a particular matter or issue.

A register of attendance shall be kept for each meeting and will be published on an annual basis.

### **The duties of the committee include:**

- To monitor and evaluate the provision for safeguarding the welfare and well-being of all pupils, and ensuring their personal, social and educational development.
- To promote the health, welfare and safety of pupils and the school's safeguarding and child protection procedures.
- To review and approve any changes to the school policies on pastoral care, welfare, health and safety, pupil dress and appearance, following consultation with the HT, staff, pupils and parents.

- To monitor, evaluate, review and approve any changes to all child protection, safeguarding and looked after children procedures and policies at least on an annual basis.
- To complete the 'Keeping children safe in education checklist' on an annual basis and ensure any recommendations, following the completion of the checklist are implemented.
- To monitor, evaluate and review the attainment, achievement and provision for looked after children and young carers at least on an annual basis.
- To gather the views of pupils, parents and stakeholders about the service provided by the school and to use this information to make improvements across the school provision.
- To provide a link to, and liaise with, the pupil's school council and the parent's council or consultative groups.
- To monitor the effectiveness of communication between the school and parents and other stakeholders, including reporting to parents.
- To liaise with the committee with responsibility for health and safety regarding the educational trips and visits policy and its implementation.
- To review the contribution made by pupils to the local community.
- To monitor the pupils' attitudes, behaviour and attendance including anti-bullying strategies.
- To promote and monitor equality and diversity issues within the school.
- To contribute to the school improvement plan.
- To contribute towards self-evaluation judgements.
- To monitor and evaluate the use of the pupil premium funding and its impact on pupil outcomes and ensure the required information is published on the school website.
- To monitor the effectiveness of the use of Pupil Premium Plus.
- To review the provision for pupils in years 8-13 access to independent careers guidance.
- To review and approve all policies relating to staffing matters as required
- To ensure that procedures are in place for managing staffing issues, through model policies and to ensure that all staff are made aware of these, including policies for capability, attendance management, disciplinary issues, grievances and redundancies.
- To review all staffing related procedures, and adopt/recommend them for adoption, and to ensure that staff are informed of them.

### **Authority**

The committee is authorised by the board to:

- Investigate any activity within its terms of reference.
- Seek any information it requires from any employee, with all employees directed to cooperate with any request made by the committee.
- Obtain any outside legal or independent professional advice where it deems it necessary.

## **Terms of Reference - Headteacher's Performance Management Panel**

The Board will delegate the headteacher's performance management to the headteacher's performance management panel on an annual basis.

The headteacher's pay review committee will comprise of three trustees.

### **Membership**

The chair and members shall be non-executive members and shall be appointed by the board. Three trustees will be appointed annually to this committee comprising the chair of trustees, The chair of finance, operations and audit and one other.

The membership of this committee may include persons who are not trustees, provided that a majority of members of the committee shall be trustees. Only trustees will vote on any matters.

### **Term of office**

The committee will be appointed annually by the board.

### **Meetings**

The committee will meet annually in the autumn term. It is the responsibility of the chair of the board to chair the meeting.

### **Duties and Responsibilities**

The headteacher's performance management panel will:

- Take responsibility for appointing a professional clerk to advise and guide the committee of their duties and responsibilities, and to record minutes of all committee meetings;
- Review the annual pay award for the Headteacher based on the outcomes of their performance appraisal on an annual basis;
- Take responsibility for reporting to the Board on the proceedings, recommendations and decisions of the committee;
- The committee will ensure the Headteacher is not involved in setting or reviewing their own remuneration.
- Inform the CFO of any approved pay increments resulting from the review, to ensure these are correctly applied.



## Specialist Learning Trust - Delegation matrix

Key	
A Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible	Responsible for delivery and does the work to achieve the task. Can be shared between groups/individuals.
C Consulted	Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge.

		Members	Trust board	Head Teacher	Academy committees	CFO	SBM
<b>Board business</b>							
1.1	Appoint/remove members	R					
1.2	Appoint/remove trustees	A/R	A/R				
1.3	Elect chair of trustees		A/R				
1.4	Appoint and remove board committee chairs		A/R				
1.5	Determine powers of chair in urgent situations	A	R				
1.6	Establish and review trust governance structure	A	R	C		C	

		Members	Trust board	Head Teacher	Academy committees	CFO	SBM
1.7	Agree named safeguarding trustee		A/R	C			
1.8	Agree named trustee for special educational needs and disabilities (SEND)		A/R	C			
1.9	Agree named careers trustee ( <i>required in secondary schools</i> )		A/R	C			
1.10	Appoint/remove academy committee chairs		A/R		C		
1.11	Appoint/remove academy committee members		A/R		C		
1.12	Appoint trust governance professional		A	C		R	
1.13	Agree academy committee clerking arrangements		A/R	C	C		
1.14	Articles of association: review	C	A/R				
1.15	Articles of association: ratify changes	A	R	C			
1.16	Agree committee terms of reference		A/R	C	C		
1.17	Complete annual review of scheme of delegation		A	R		C	
1.18	Commission external review of trust board effectiveness every three years	C	A/R	C		C	
1.19	Complete annual trust board self-review		A/R		C		
1.20	Publish governance arrangements on academy website		A	R		C	
1.21	Ensure academy websites are compliant and effective		A	A		R	

		Members	Trust board	Head Teacher	Academy committees	CFO	SBM
1.22	Submit annual report on the performance of the trust to members and publish		A	R		C	
<b>Vision and strategy</b>							
2.1	Determine trust's vision, strategy and key priorities		A/R	R			
2.2	Ensure engagement with stakeholders regarding vision, values and strategic priorities		A	R			
2.3	Agree trust growth plans		A/R	R		C	C
2.4	Determine trust-wide policies		A	R	R		
2.5	Establish risk register and conduct regular review		A/R	R	R	C	C
2.6	Determine a programme of internal audit in line with the risk register and monitor its delivery		A	R	R	C	
<b>Finance and operations</b>							
3.1	Appoint and remove external auditors	A/R	C	C		C	
3.2	Appoint and performance manage chief financial officer		A	A/R			
3.3	Produce trust's scheme of financial delegation		A	R		C	
3.4	Receive external auditor's report	A	R				
3.5	Action recommendations made arising from audits		A	R		R	

		Members	Trust board	Head Teacher	Academy committees	CFO	SBM
3.6	Produce annual report and accounts		A	R		R	
3.7	Submit ESFA required reports and returns		A	R		R	
3.8	Agree budget plan to support delivery of trust strategic priorities		A	A/R	C	C	
3.9	Monitor trust budget		A/R	R		R	
3.10	Carry out benchmarking and trust-wide value for money evaluation		C	A/R	C	R	
3.11	Agree reporting and monitoring arrangements for trust budgets		A/R	R	C	C	
3.12	Monitor academy estates to ensure safe and well maintained		A	R	R	C	R
3.13	Agree data protection policy (and privacy notice)		A	R	C	C	R
3.14	Agree health and safety policy		A	R	C	C	R
3.15	Agree premises management documents, including <i>Estate vision, Estate strategy and Asset management plan</i>		A	R	C	C	R
<b>Workforce</b>							
4.1	Appoint and dismiss accounting officer/headteacher		A/R				
4.2	Performance manage accounting officer/headteacher		A/R		R		

		Members	Trust board	Head Teacher	Academy committees	CFO	SBM
4.3	Agree accounting officer/headteacher remuneration		A/R			C	
4.4	Conduct senior leadership team performance management		C	A/R			
4.5	Review and agree academy staff appraisal procedure and pay progression		A	R		C	
4.6	Determine senior leadership team staffing structure		A/C	R			
4.7	Determine academy staffing structure		C	A/R			
4.8	Trust wide pay policy, terms and conditions of employment		*A	R		C	C
4.9	Determine disciplinary, grievance and capability policies		*A	R			C
4.10	Undertake panel hearings for disciplinary and capability matters relating to the accounting officer/headteacher		A/R				
4.11	Undertake panel hearings for disciplinary, grievance and capability matters relating to academy staff		A	R			C
4.12	Approval of exit payments/early retirement/pension discretion (above a certain threshold)		A/R	C		C	
4.13	Agree whistleblowing policy		A/R	C		C	
<b>Pupils and learning</b>							

		Members	Trust board	Head Teacher	Academy committees	CFO	SBM
5.1	Agree safeguarding and child protection policy		A	R	C		
5.2	Agree attendance policy		A	R	C		C
5.3	Agree school uniform policy		A	R	C		
5.4	Agree policy for pupils with SEND		A	R	C		
5.5	Agree policy for supporting pupils with medical conditions		A	R	C		C
5.6	Agree charging and remissions policy		A	R	C	C	
5.7	Agree behaviour policy		A	R	C		
5.8	Agree careers provider access policy statement		A	R	C		
5.9	Agree relationships and sex education (secondary) policy		A	R	C		
5.10	Agree equality information and objectives (public sector equality duty) statement and monitor delivery		A/R	R	C		
5.11	Approve trust-wide curriculum		A	R	C		
5.12	Ensure high standards of teaching and learning		A	R	C		
5.13	Set targets for trust outcomes		A	R			
5.14	Determine & monitor use of pupil premium		A	R	C	C	
5.15	Ensure provision of religious education		A	R	C		

		Members	Trust board	Head Teacher	Academy committees	CFO	SBM
5.16	Set the dates of school terms and holidays		A	R			
5.17	Set the times of school sessions		A	R			
5.18	Review headteacher decision to suspend/exclude pupils		A/R		C		
5.19	Monitor rates of suspension and exclusion across the trust		A/R	R	C	C	
5.20	Agree admissions policy		A	R			
5.21	Implement admissions appeal process		A	R	C		
5.22	Determine complaints procedure		A	R			C
5.23	Implement complaints procedure		A	R			C
5.24	Review complaints at panel stage		A/R				C
<b>Community</b>							
6.1	Develop stakeholder partnerships across the trust		A	R	C	C	C

## Authorisation levels – Scheme of Financial Delegation

Duty	Value	Delegated authority	Method	Review period
Virements of budget provision between budget headings	Up to £5,000	CFO		As required
	£5,001 to £20,000	Headteacher		
	£20,000 to £50,000	Headteacher with	Report to the finance committee	
	Over £50,000	Finance committee	Report to the board of trustees	
Ordering goods and services within the agreed budget	Up to limit of department curriculum budget	Department budget holder, SBM	Selection from preferred regular suppliers, unless otherwise agreed with the CFO.	Monthly
	Up to £10,000	Headteacher	Over £5k recommended to obtain three quotes unless urgent or specialist	
	£10,001 to £50,000	Finance committee	Minimum of three quotes required unless urgent health & safety implications or specialist supplier	
	Over £50,000	Board of trustees	Formal tendering process, including advertising using “Find a Tender” where necessary.	
Authorising invoices for payment	Up to £20,000	CFO, SBM, DHT		As required
	£20,001 and over	Headteacher		As required
Signatories for cheques, BACS payment authorisations, bank transfers	Any	Headteacher, CFO, SBM, DHT	Two signatories per transaction are required.	As required



Duty	Value	Delegated authority	Method	Review period
Virements of budget provision between budget headings	Up to £5,000	CFO		As required
	£5,001 to £20,000	Headteacher		
	£20,000 to £50,000	Headteacher with	Report to the finance committee	
	Over £50,000	Finance committee	Report to the board of trustees	
Banking cash and cheques	Any	Finance officer/assistant	Cash and cheques kept on school premises will not accumulate above £1,000. Banking will be checked and agreed by another member of staff.	As required
Disposal of assets	Up to £1,000	Headteacher	Maintaining the principles of regularity, propriety and value for money.	As required
	£1,001 to £50,000	Finance committee		
	£50,0001 and above	Board of trustees		
	Land, buildings and heritage assets	Board of trustees plus prior written consent of the DfE		
Acquiring assets	Freehold of land or buildings	Board of trustees plus prior written approval of the DfE		As required
Writing off debts and entering into indemnities	Up to £1,000	Headteacher	Anything above these limits required approval by the Secretary of State through the ESFA	As required
	£1,001 to £10,000	Finance committee		
	Below 1% of total annual income or £45,000 (whichever is smaller) per single transaction subject to a maximum of £250,000	Board of trustees and the DfE where applicable		

Duty	Value	Delegated authority	Method	Review period
Virements of budget provision between budget headings	Up to £5,000	CFO		As required
	£5,001 to £20,000	Headteacher		
	£20,000 to £50,000	Headteacher with	Report to the finance committee	
	Over £50,000	Finance committee	Report to the board of trustees	
Special payments, including special staff severance and compensation payments	Up to £49,999	Board of trustees		As required
	£50,000 and above	Board of trustees plus DfE approval before an offer is made to the employee		
Ex-gratia payments	Any	DfE prior approval required		As required
Novel or contentious payments	Any	Board of trustees plus prior DfE approval		As required
Bank cards and online banking	Up to £5,000	CFO, Finance Officer, SBM, DHT and designated budget holders	Charge cards will be kept in a safe and secure location when not in use. Orders require checking by another delegated authority.	Monthly
Leasehold or tenancy agreement exceeding seven years	Any	Board of trustees plus prior DfE approval		As required
Borrowing	Any	DfE approval required		As required

## Separation of Duties – see above for authorisation levels

### Ordering goods and services

#### (a) Initiating Officer:

A member of staff authorised by the board to sign official orders (or order requisitions where utilised) on behalf of the trust.

- Departmental Budget holders
- Headteacher
- Chief Financial Officer
- School Business Manager

#### (b) Authorising Officer:

A member of staff other than (a) or (c), who passes an invoice for certification, having confirmed receipt of goods or services and checked arithmetical accuracy, quantities, prices etc. to the original order.

- Finance manager
- Finance officer
- Chief Financial Officer where the Chief Financial Officer is not the Initiating Officer
- School Business Manager where the School Business Manager is not the Initiating Officer.

#### (c) Certifying Officer

A member of staff other than (a) or (b) designated by the trust to certify individual invoices for payment. In certifying an invoice for payment the certifying officer is indicating that all relevant financial regulations have been complied with.

- Chief Financial Officer where the Chief Financial Officer is neither the Initiating Officer nor the Authorising Officer
- School Business Manager where the School Business Manager is neither the Initiating Officer nor the Authorising Officer
- Deputy Head Teacher
- Head Teacher

#### (d) Bank Signatories

The trustees determine a minimum of four bank signatories, of which any two should sign each cheque or authorise BACS runs for the trust's bank account. The signatories may include any of the persons (a) to (c) above.

At Glebe School the signatories will be:

- Headteacher
- CFO
- Deputy headteacher
- School business manager

### **13. Lloyds Business Charge Card**

Lloyds' business charge cards have been approved as follows:

Cardholder	Monthly credit limit
CFO	£5,000
Finance manager	£10,000
Head of sixth form	£250

### **14. Local Cash Facility at Glebe School**

A local arrangement to allow the finance officer and CFO to collect cash withdrawals of up to £800 at Bromley branch of Lloyds has been authorised or up to £500 from any bank cash point in West Wickham.