



The White Horse Federation

Scheme of Delegation 2021 – 2022

Adjusted - Delegated for OCEO

“Values, culture and character through excellence in standards”



Rationale & Overview

The underlying principles for this Scheme of Delegation are:

1. That all Academies are in a partnership of equals, irrespective of their size, location or length of membership.
2. The White Horse Federation (TWHF) is a charity, and it remains true to its aims and objectives.
3. TWHF is mindful that one of its core functions is to ensure that all statutory obligations are met.
4. TWHF believes the governors (Local Governors) of each Local Governing Body (LGB) are best able to ensure their Academy meets the needs of their local community.
5. TWHF Board of Trustees's intention is for the Scheme of Delegation to be practical in its application in order for the LGB to discuss and advise at a local level to fully meet the needs of their students and their local community. Where an Academy is in a category of concern or considered vulnerable by the Board of Trustees or the CEO, the scope of the LGB may be revised.



Introduction

Vision Statement

“Values, culture and character through excellence in standards”

What is our purpose?

- To create exceptional learning communities
- For schools to be at the heart of their communities developing confident, resilient, lifelong learners
- To recruit and retain the best people into the best jobs
- To develop strategic partnerships to improve the organisation
- To create agile and purposeful structures to enable growth and success
- To manage resources, including finances, in a prudent and effective manner

What are our values?

- Talk straight and ensure information is communicated effectively
- Be clear about everything we do, right wrongs and show loyalty
- Take responsibility for the success of TWHF by respecting and understanding the vision and values and how we make a difference
- Ensure everyone feels included in the decision making of our organisation and is accountable for their actions and contributions
- Listen to all members of TWHF community, keep our promises and earn each other’s trust
- Have a relentless focus on being the best that we can be and doing the best in all that we do
- Understand that we are all learners, and that continuous learning helps us all grow as individuals and strengthens our organisation
- Work collaboratively at all times to solve our problems, address our issues, improve our communications, share ideas and develop a culture of learning within TWHF

These values are clearly articulated and expanded in “Our Little Green Book”. These values are the cornerstone of how we expect all colleagues to work and interact and underpin our actions and professional behaviours at all times.



Principles Underlying our Academies

- We always put 'Students First'
- We are fully inclusive and welcome children from vulnerable groups, e.g. FSM, SEND, LAC etc.
- We follow Local Authority admissions criteria
- We adopt the existing catchment areas
- We believe that local children should attend local academies and we are not selective
- We continuously provide high quality professional development for all our staff
- We follow TWHF Teachers Pay and Conditions which is based on the STPCD
- We work positively with trade unions and actively involve them, where possible, in our decision making
- We play our full role in local behaviour partnership boards/hard to place protocols
- We always put collaboration before competition
- We never do anything detrimental to a young person, member of staff or academy/college in a neighbouring community

We believe that every student, irrespective of their starting point, should succeed and achieve.



Scheme of Governance, Management and Delegation (“Scheme”)

1) Introduction

1.1 This Scheme has been developed by the Trustees (the "**Trustees**") of TWHF in exercise of the powers conferred on them by Articles 105 and 137 of TWHF's articles of association (the "**Articles**").

1.2 The purpose of the Scheme is to set out a framework under which TWHF is governed and managed, and in particular:

- a) how the Trustees should work together effectively.
- b) how to structure the relationship between the Board of Trustees, LBGs and the Senior Leadership Team;
how the Trustees ensure compliance with the various legal and regulatory requirements placed on them; and
- c) how to support the Accounting Officer comply with their legal responsibilities.

1.3 This Scheme shall be reviewed by the Senior Leadership Team regularly and periodically reviewed formally on an annual basis by the Board of Trustees at the last meeting of the Academic year and be on the TB agenda in the at the Autumn meeting for agreement. In the context of such a review, the Board of Trustees shall have regard to any new legislation or guidance affecting the provisions of this Scheme.

1.4 This Scheme may be altered, added to or repealed by a majority resolution of the Trustees.

1.5 The latest version of the Scheme of Delegation will be available on TWHF website.

2) TWHF

2.1 TWHF is responsible for all Academies that are currently part of TWHF and any schools that join TWHF in the future (the "**Academies**").

2.2 TWHF has entered into a master funding agreement and separate supplemental funding agreements for each Academy under section 1 of the Academies Act 2010 with the Secretary of State for Education in relation to the funding of the Academies (together, the "**Funding Agreement**").

2.3 The Funding Agreement places a number of requirements on TWHF including the requirement to comply with the Department for Education's (the "**DfE**") academies financial handbook (the "**Handbook**").

2.4 There are a number of roles involved in the running of TWHF and these include the following:



2.4.1 the Members.

2.4.2 the Trustees.

2.4.3 the Accounting Officer.

2.4.4 the Senior Leadership Team.

2.4.5 the LGBs.

2.4.6 the Principals of each Academy who have responsibility for the day to day running of that Academy.

3) Members

3.1 The role of the Members

3.1.1 The Members are the legal members of TWHF for the purposes of the Companies Acts.

3.1.2 In simple terms, the Members "own" TWHF. They have limited statutory rights, including the right to appoint and remove Trustees, the right to amend the Articles and the right to receive the annual accounts.

3.1.3 The Members do not have any specific duties imposed on them by law but they are required to provide a guarantee that if TWHF is wound up and its assets do not meet all of its liabilities, they will contribute up to £10. Under TWHF's Articles, they are entitled to appoint up to 12 Trustees including CEO and ratify the appointment of the CEO and COO.

3.1.4 The Members meet at least once a year at a General Meeting and each Member may attend one of the Board of Trustees meetings annually in a non-voting capacity.

3.2 The appointment and removal of the Members

3.2.1 Members are appointed in accordance with Articles 12 to 18 of the Articles. New Members are appointed with the agreement of at least three-quarters of the current Members.

3.2.2 On appointment, all Members shall be required to complete a consent to be a member form. The Clerk shall update the Register of Members as appropriate. Companies House does not need to be notified of appointments or removals/resignations of Members.



3.2.3 Within 14 days of a new Member's appointment, TWHF will provide ESFA with the name of the new Member.

3.2.4 Members can resign at any point, provided that after their retirement there are at least three remaining Members. Membership terminates automatically in certain specified circumstances (such as incapacity or insolvency).

3.2.5 Members can be removed if at least three quarters of the current Members agree to do so. ESFA can, if they determine that a Member is unsuitable (as explained in more detail in the Master Funding Agreement), require that Member to resign.

4) Trustees

4.1 Capacity of Trustees

4.1.1 Each Trustee is:

- (a) a director of TWHF at company law. The Trustees are responsible for the governance and supervision of TWHF and its committees (including LGBs) and including the Senior Leadership Team and the Principals; and
- (b) a charity trustee with responsibility for protection of the assets of TWHF.

4.2 The appointment of Trustees

4.2.1 The Trustees shall be appointed in accordance with Articles 45 – 58. Appointment of the CEO is covered under Articles 57 and 57A

4.2.2 On appointment, all Trustees shall be required to:

- (a) complete a Director declaration.
- (b) complete, or assist with the completion of, an AP01 form for submission by the Clerk to Companies House (either in paper form or electronically).

4.2.3 The Clerk shall update the Register of Directors in the statutory books.



4.2.4 Trustees are appointed for a term of office of four years. This does not apply to the CEO as this post is ex officio. Like all Trustees the Chair of Chairs' term of office on the Board of Trustees is 4 years. However, every two years a new Chair will be nominated and elected by the LGB Chairs and will replace the Trustee. Any chair who has not previously served as a Trustee may stand for election.

4.3 Board of Trustees (the "Board")

4.3.1 The Articles require there to be a minimum of three Trustees. A maximum of one third of the Trustees can be employees of TWHF. The Ex Officio Trustees are employees of TWHF.

4.3.2 The constitution of the Board is set out in the Articles. The Board is constituted as follows:

a) Up to 12 Trustees appointed in total.

b) The Salisbury Diocesan Board of Education may appoint up to 6 Trustees.

c) The Members may appoint up to 6 Trustees. This number includes:

The CEO.

The Chair of Chairs.

d) Up to 2 co-opted Trustees, co-opted by the Trustees with the consent of the SDBE for a term not exceeding 4 years. However, this can only take place if the total number, after such appointment, is below 12.

4.3.3 In accordance with the Articles, the Trustees shall elect a Chair and Vice-Chair from among their number at the last meeting of the year.

4.3.4 The Trustees are responsible for setting strategic direction and statutory policies, appointing the CEO, adopting an annual plan and budget, approving the statutory accounts, monitoring TWHF performance and expenditure by use of budgets and other educational data, developing and implementing a risk management strategy and making major decisions about TWHF including its funding applications, capital initiatives and key contracts.

4.3.5 The Trustees have devolved responsibility for day to day management of TWHF to the CEO.



4.4 Meetings of the Board

4.4.1 The Articles require the Trustees to hold at least 3 meetings in every school year. Meetings will normally be held in conjunction with the school improvement cycle and the dates published at the beginning of each academic year.

4.4.2 All meetings of the Trustees shall be convened and conducted as provided by the Articles.

4.4.3 Each meeting of the Trustees will have a set Agenda and may cover a number of topics including but not limited to:

- a) standards of teaching and learning
- b) updates on potential new joining schools
- c) review of the financial position, including income and expenditure and financial commitments against agreed budgets and whether adequate financial monitoring of budgets and activities is being undertaken.
- d) risk and audit reports.
- e) significant contracts proposed to be entered into.
- f) Specific issues arising from the risk register as deemed necessary, e.g.
 - (i) staffing related issues
 - (ii) pupils' welfare/safeguarding
 - (iii) on-boarding issues and latest information on integrations

4.4.4 Members of the Senior Leadership Team, as well as any other relevant individuals, can be invited to attend meetings of the Board of Trustees at the request of the Board.

4.5 Committees

4.5.1 Under Article 100, the Board can establish committees and further to this the Board has set up, and may set up in the future, committees to address specific issues and provide assistance to the Board. A majority of the members of each committee shall be Trustees.



4.5.2 The committees established by the Board at the date of this document:

- Risk & Audit
- Finance
- Teaching, Learning and Standards
- People
- Pay & Remuneration
- Local Governing Bodies (LGBs) are also committees of the Board of Trustees.

4.5.3 Each committee has agreed Terms of Reference which is reviewed at the first meeting of the year.

4.6 Accountability of Trustees

4.6.1 The Trustees are chiefly accountable to:

- (a) the beneficiaries of TWHF (students at the Academies and their parents) and to the local community for the quality of education and pastoral care at the Academies, for matters of health and safety and for safeguarding and promoting the welfare of the students.
- (b) the DfE, the Education Skills Funding Agency and specifically the Secretary of State under the terms of the Funding Agreement.
- (c) the Secretary of State (in their role as principal regulator in respect of charity matters) for operating TWHF for the public benefit, for the prudent management of TWHF and its financial efficiency, and for compliance with legislation including charities legislation.
- (d) the employees of TWHF for their working environment, and for compliance with the contracts of employment and employment law requirements and matters of health and safety; and
- (e) other regulatory authorities for compliance with regulated responsibilities to which TWHF and the Academies are subject.



5) Accounting Officer

5.1 Appointment and responsibilities

5.1.1 The CEO is designated as TWHF's Accounting Officer.

5.1.2 The Accounting Officer is personally responsible for the financial resources under TWHF's control which includes:

- (a) ensuring regularity (income and expenditure should be dealt with in accordance with legislation, TWHF's funding agreements and the Academies Financial Handbook, and public money should be spent for the purposes intended by Parliament);
- (b) ensuring value for money (resources should be used economically, efficiently and effectively to achieve the best possible education outcomes); and
- (c) ensuring propriety (TWHF should operate appropriate standards of conduct, behaviour and corporate governance including fairness, integrity, avoidance of conflict of interest, even-handedness and open competition).

5.1.3 The Accounting Officer must have appropriate oversight of financial transactions by:

- (a) ensuring that all TWHF's property and assets are under the control of the Board, and measures are in place to prevent losses or misuse, including maintenance of fixed asset registers.
- (b) ensuring that bank accounts, financial systems and financial records are operated by more than one person; and
- (c) keeping full and accurate accounting records to support TWHF's annual accounts.

5.1.4 The Accounting Officer must complete and return to the ESFA an annual statement on regularity, propriety and compliance and also demonstrate how TWHF has secured value for money,

5.2 Duty to notify ESFA

5.2.1 The Accounting Officer must notify the Board in writing (and this duty cannot be delegated) if he believes that:



(a) any action or policy under consideration by the Board is incompatible with TWHF's Articles of Association, TWHF's funding agreements or the Academies Financial Handbook.

(b) the Board is failing to act where it is required to do so by TWHF's funding agreements or the Academies Financial Handbook.

5.2.2 Further to any notice given in accordance with the above, if the Board proceeds with the relevant action and the Accounting Officer still considers the action is incompatible with TWHF's Articles of Association, TWHF's funding agreements or the Academies Financial Handbook then the Accounting Officer is required to notify the ESFA's Accounting Officer immediately.

6) Local Governing Bodies

6.1.1 TWHF will establish, for each Academy, a Local Governing Body (LGB), whose role is to monitor the performance of the Academy and provide appropriate local challenge.

6.1.2 The majority of LGBs will have a maximum of twelve Local Governors:

- the Principal.
- up to seven Local Governors co-opted by the LGB; (these may include parents but not staff)
- at least two elected parents or guardians of a pupil at the Academy
- two employees of the Academy, usually comprising one teacher and one non-teaching staff member, elected by employees of the Academy

In our Faith Academies the size of the LGB is different as it will also have Foundation Local Governors appointed by the Diocesan Board of Education.

In a former Voluntary Controlled (VC) school the LGB will also have a maximum of twelve Local Governors but the categories of membership will be:

- the Principal.
- up to three Local Governors co-opted by the LGB; (these may include parents but not staff)
- four Foundation Local Governors appointed by the Diocesan Board of Education
- at least two elected parents or guardians of a pupil at the Academy
- two employees of the Academy, usually comprising one teacher and one non-teaching staff member, elected by employees of the Academy

In a former VA school, the Foundation Local Governors must be the majority and therefore the size of the LGB will be a maximum of fifteen



- the Principal.
- up to two Local Governors co-opted by the LGB; (these may include parents but not staff)
- eight Foundation Local Governors
- at least two elected parents or guardians of a pupil at the Academy
- two employees of the Academy, usually comprising one teacher and one non-teaching staff member, elected by employees of the Academy

6.1.3 The length of office of all Local Governors shall be four years. Subject to remaining eligible, any Local Governor may be reappointed or stand for re-election at the end of his or her term.

Parent Local Governors are permitted to complete their term of office after their children have left the Academy, but it is hoped, that wherever possible, the parent governor may release such a place by moving to a co-opted position.

A Local Governor's term of office will be terminated if:

- any event or circumstance occurs which would disqualify him or her from the office of Trustee under the Articles of Association were he or she to hold such office.
- he or she has, without the consent of the LGB, failed to attend 2 LGB meetings and the Chair and the Vice Chair agree that the term of office should be terminated.
- he or she resigns from office
- he or she is removed from office by the CEO or the Board of Trustees

6.1.4 The LGB shall meet six times a year at the discretion of the LGB Chair.

6.1.5 The role of LGBs is detailed in the Local Governance Handbook.

6.2 Communication between the Board of Trustees and LGBs

6.2.1 The Board of Trustees meets regularly and as often as necessary. The Chair of TWHF Board of Trustees and the CEO will schedule meetings with the Principals and Chairs of the LGBs as and when required.

6.2.2 The right of the elected LGB Chair to sit on the Board of Trustees provides an opportunity for information sharing between TWHF and LGBs and encourages issues to be raised which may have influence across the broader family as well as particular institutions. Feedback from LGBs must be a standing agenda item on all TB meeting agendas.



7) Office of CEO (OCEO)

During any prolonged period of absence of CEO, the following terms of reference will be adopted to ensure the smooth running of the Trust through such absence and to ensure approvals for key decisions are made with due diligence, are value for money and support the overall Trust direction.

The Trust Board appoint the CEO and as such endorse and appoint the Office of CEO under the following reference terms and delegate general CEO duties and responsibilities to the “Office of CEO”.

Appendix A

Scheme of Delegation across TWHF

Governance

Members	Board of Trustees/ Committees	CEO/ OCEO	COO	Trust SLT/RDs	LGB	Principal
Setting the vision and values, ethos and strategic direction of the MAT	The formulation and implementation of TWHF strategy and future growth and development	Delivering the vision CEO to remain setting the direction and supported by OCEO		Delivering the vision	Monitor the implementation of TWHF vision and core values	
	Set and approve changes to the Governance structure, Terms of Reference, Scheme of Delegation				Deliver local governance as delegated by the Board as per the Local Governance Handbook and GovernorHub Handbook	
Approve changes to the Articles or Funding Agreement (with EFA approval sought)						



Appoint/Remove Trustees	Co-opt trustees in line with the articles					
	Appoint the Chair and Vice Chair of the Board of Trustees					
	Appoint the Chair and Vice Chair of the Board of Trustees committees (except LGBs)					
	Where necessary remove LGB Chairs	Where necessary remove LGB Chairs OCEO delegated to Executive Directors			Appoint the Chair and Vice Chair of LGB	
	Removal of Local Governors	Removal of Local Governors OCEO delegated to Executive Directors			Removal of Local Governors	
	Appoint additional Local Governors and or a Chair	Appoint additional Local Governors and or a Chair OCEO delegated to Executive Directors			Monitor Local Governor performance and contribution	
Appoint the External Auditors	Appoint Internal Auditors					
	Approve/Remove and appointment of Company Secretary and Clerk to the Board of Trustees					



	Review performance of the Board, Board committees and LGBs				Conduct self-evaluation	
	Review committee membership to ensure each have a diverse and appropriate skill set				Ensure Local Governors are co-opted based on the skill set they can offer Conduct skills audits every 2 years Ensure GIAS/ Governor Hub is accurate	
	Approve a Risk Management Plan/Register	Develop a Risk Management Plan/Register OCEO review. COO submit at R&A Com				
	Report on Risks to Board	Report on Risks to Board OCEO via R&A Com	Report on Risks to Board			
	Annually adopt the Child Protection and Safeguarding policy and to propose and adopt Local Governors and Trustees Code of Conduct	Lead Safeguarding Officer OCEO delegated to Executive Directors		Annually propose the Child Protection and Safeguarding policy	Monitor safeguarding systems adopted by TWHF at local level	



Finance

Members	Board of Trustees/ Committee	CEO/ OCEO	COO	Trust SLT/RDs	LGB	Principal
			Scrutinise Academy budgets for the financial year	Scrutinise Academy budgets for the financial year		
	Approve the overall TWHF budget for financial year		Recommend the overall TWHF budget for financial year			
	Finance committee to review TWHF budget throughout the financial year					
	Review Academy budgets throughout the financial year		Review Academy budgets throughout the financial year			Review Academy budgets throughout the financial year
	Finance committee to monitor Capital Programme and associated budget	Capital Programme and associated budget OCEO delegated to COO / CFO	Capital Programme and associated budget			
			Authorise payroll provider to make payment	Approve monthly Academy payroll		
	Monitor the impact and effectiveness of grant specific funding Inc. Pupil Premium, Sports	Report on the impact and effectiveness of grant specific funding Inc. Pupil Premium, Sports Premium, Yr7			Monitor the impact and effectiveness of grant specific funding Inc. Pupil Premium, Sports	



	Premium, Yr7 catch up and SEND place/top up	catch up and SEND place/top up OCEO delegated to Executive Directors			Premium, Yr7 catch up and SEND place/top up	
	Gifts and Hospitality, Charging and Remissions policies to be noted at Finance Committee meeting.		To adopt the Gifts and Hospitality, Charging and Remissions policies	To propose the Gifts and Hospitality, Charging and Remissions policies.		
		To adopt Debt Policy OCEO delegated to COO / CFO		To propose Debt Policy		
				To propose and adopt Lettings and Community Use		
			To adopt Accounting Competitive tendering Investment	To propose Accounting Competitive tendering Investment		



Staffing and performance

Members	Board of Trustees/ Committees	CEO/ OCEO	COO	Trust SLT/RDs	LGB	Principal
	Appoint CEO / Performance review of CEO/ Dismissal of the CEO					
	Suspend the CEO and end the suspension of the CEO					
		Appoint Principals OCEO – Executive Directors for sectors. Notify Trust Board Chair		Participate in PM review of Principals	Chair may be asked to assist in Performance Management of the Principal	
				Appoint senior school teaching staff	Assist in appointments as appropriate	Appoint senior school teaching staff
			All central support staff posts	Appoint TLR and all other Teaching posts	Assist in appointments as appropriate	Appoint TLR and all other Teaching posts
	Approve Senior Executive team	Appoint Senior Executive team OCEO in conjunction with Trust Board Chair				
	Monitoring the effectiveness of CPD	Updates effectiveness of CPD OCEO – Delegated to Executive Directors			Monitor the effectiveness of CPD	Agree whole school PM targets



	To form panels as required. Adopt Safer Recruitment and Selection, Staff Discipline, Conduct & Grievance (Procedures for addressing), Statement of procedure for dealing with allegations of abuse against Staff.	Support panels as required OCEO delegated		To propose Safer Recruitment and Selection, Staff Discipline, Conduct & Grievance (Procedures for addressing), Statement of procedure for dealing with allegations of abuse against Staff.	Maintain an overview of how policies are delivered and form disciplinary and appeals panels as requested	Present to panels as required
		Approve changes to school staffing structures including recruitment (outside agreed budget) OCEO in conjunction with COO and Finance Committee	Approve changes to school staffing structures including recruitment (outside agreed budget)	Recommend changes to school staffing structures including recruitment (outside agreed budget)		
		Approve re-grading of job roles OCEO in conjunction HR	Approve re-grading of job roles	Propose re-grading of job roles		
		Approve redundancies and staff restructures OCEO in conjunction with Trust Board Chair	Approve redundancies and staff restructures	Approve redundancies and staff restructures		



		Approve appointments of Central Team posts OCEO in conjunction with Trust Board Chair / Finance Committee (outside of Budget)	Approve appointments of Central Team posts			
			Review of pay progression of Central and Hub Support Teams			
					Receive information on under-performance and recommendations re support	
	To adopt the Data Protection (including Freedom of Information) & GDPR, Equality and Diversity, Whistleblowing, Social Media Accounts Policy & Standard Operating Procedures policies.			To propose the Data Protection (including Freedom of Information) & GDPR, Equality and Diversity, Whistleblowing, Social Media Accounts Policy & Standard Operating Procedures Policies.		



		<p>To adopt Code of Conduct, Staff Induction Staff paid and Unpaid Leave, Pay - Teachers' Pay and Performance Management (including capability) Pay Policy -Support Staff Pay Volunteer TWHF, Staff Photography Shot List and Specifications</p> <p>OCEO collective</p>		<p>To propose Code of Conduct, Staff Induction Staff paid and Unpaid Leave, Pay - Teachers' Pay and Performance Management (including capability) Pay Policy -Support Staff Pay Volunteer TWHF, Staff Photography Shot List and Specifications</p>		
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School performance and outcomes

Members	Board of Trustees/ Committees	CEO/ OCEO	COO	Trust SLT/RDs	LGB	Principal
		<p>Overview of School Improvement Plan (SIP)</p> <p>OCEO delegated to Executive Director. TLS committee notified</p>		Advise	<p>Review SIP</p> <p>Monitor the impact of the SIP</p> <p>Contribute to the School self-evaluation</p>	<p>Prepare SIP</p> <p>Review progress against SIP</p>
	Review progress of TWHF (SIP)	Update TWHF SIP				



		OCEO delegated to Executive Directors, refer to TSC			<p>Monitor all aspects of the classroom experience</p> <p>Monitor the implementation of marking/feedback and assessment policies</p> <p>Monitor pupil attainment and progress and the performance of vulnerable groups</p>	
	Agree TWHF Strategic Plan	<p>Propose TWHF Strategic Plan</p> <p>Rests with CEO and Trust Board only. OCEO supports</p>	Propose TWHF Strategic Plan			
					<p>Review the effectiveness of SEND provision</p> <p>Review the effectiveness of the EYFS/Post 16 provision</p>	



Behaviour

Members	Board of Trustees/ Committees	CEO/ OCEO	COO	Trust SLT/RDs	LGB	Principal
		Adopt pupil Behaviour and Discipline policies OCEO delegated to Executive Directors, refer to TLS Committee		Propose Behaviour and Discipline policies	Monitor implementation of pupil Behaviour and Discipline policies and conduct an annual safeguarding audit	Adopt at local level Behaviour and Discipline policy
		Review exclusion on appeal OCEO – Executive Director Sectors conjunction with LGB		Review exclusion on appeal	Receive information on the number of fixed term exclusions Participate in exclusion hearings Chair of Exclusion panel to participate in any subsequent appeal	Make decision to exclude
		Direct reinstatement of excluded students OCEO Executive Director Sectors				
					Monitor numbers on vulnerable pupils including children in care, in need and child protection and number	



					of referrals made to social services	
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Admissions

Members	Board of Trustees/ Committees	CEO/ OCEO	COO	Trust SLT/RDs	LGB	Principal
				Propose and adopt admissions policy		
		To approve Admissions Advertising Policy & Standard Operating Procedures OCEO delegated to Executive Directors – part of Policy Update		To propose Admissions Advertising Policy & Standard Operating Procedures		
				To propose and adopt Admissions - Attendance and Absence		



				Admissions: application decisions		
		Approve admissions prospectus OCEO delegated to Executive Directors		To propose admissions prospectus		
	Receive updates on attendance across the trust (@ T&L Standards Committee)	Present updates on attendance across the trust OCEO delegated to Executive Directors			Monitor attendance and punctuality across all year groups and specific groups of children Monitor the effectiveness of strategies to improve attendance and reduce persistent absence/lateness	

Facilities and Health and Safety

Members	Board of Trustees/ Committees	CEO/OCEO	COO	Trust SLT/RDs	LGB	Principal
	Adopt Risk Assessment HSP14, Health & Safety Organisation HSP02, Health & Safety Statement HSP01 and be aware of updates to		Adopt premises related polices	Propose H&S and premises related polices.	Monitor H&S issues including accident reporting.	



	premises related policies. HSP04 First Aid					
		Adopt school premises & capital strategy	Present school premises & capital strategy	Propose school premises & capital strategy	Monitor standards of maintenance	
	Adopt appropriate insurance cover for all academies in TWHF		Propose appropriate insurance cover for all academies in TWHF.			
		To adopt: Health & Safety Policy Index Accident Reporting HSP05 Asbestos Management HSP06 CCTV HSP25 Contractors HSP22 COSHH HSP08 Display Screen Equipment HSP15 Educational Visits HSP28 Electrical safety HSP16 Estates Management HSP27 Fire Safety HSP03 Gas Safety HSP21 Legionella Management HSP07		To propose: Health & Safety Policy Index Accident Reporting HSP05 Asbestos Management HSP06 CCTV HSP25 Contractors HSP22 COSHH HSP08 Display Screen Equipment HSP15 Educational Visits HSP28 Electrical safety HSP16 Estates Management HSP27 Fire Safety HSP03 Gas Safety HSP21		



		<p>Lone Working HSP10, Manual Handling HSP12 New & Expectant Mothers HSP20 Noise HSP24 Personal Protective Equipment HSP23, Security HSP26 Sharps HSP18 Suspect Packaging & Bomb Threats HSP19 Vehicle & Driver HSP11 Vibration HSP17 Violence & Aggression HSP09 Working at Height HSP13, ICT Misuse, IT Acceptable Use Agreement Community Users IT Acceptable Use Agreement Foundation & Key Stage 1 IT Acceptable Use Agreement Key Stage 2 IT Acceptable Use Agreement Key Stage 3 & 4</p>		<p>Legionella Management HSP07 Lone Working HSP10, Manual Handling HSP12 New & Expectant Mothers HSP20 Noise HSP24 Personal Protective Equipment HSP23, Security HSP26 Sharps HSP18 Suspect Packaging & Bomb Threats HSP19 Vehicle & Driver HSP11 Vibration HSP17 Violence & Aggression HSP09 Working at Height HSP13, First Aid HSP04 ICT Misuse, IT Acceptable Use Agreement Community Users IT Acceptable Use Agreement</p>	
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		<p>IT Acceptable Use Agreement Staff & Volunteers</p> <p>IT Bring Your Own Device Staff</p> <p>IT Bring Your Own Device Students</p> <p>IT Passwords</p> <p>IT Social Media Students</p> <p>IT Social Media Staff</p> <p>IT Video & Digital Images</p> <p>ESafety & Online Safeguarding</p> <p>Technical Security</p> <p>Website Privacy Policy & Cookie consent</p> <p>TWHF Cloud Based Solutions</p> <p>OCEO collective</p>		<p>Foundation & Key Stage 1</p> <p>IT Acceptable Use Agreement Key Stage 2</p> <p>IT Acceptable Use Agreement Key Stage 3 & 4</p> <p>IT Acceptable Use Agreement Staff & Volunteers</p> <p>IT Bring Your Own Device Staff</p> <p>IT Bring Your Own Device Students</p> <p>IT Passwords</p> <p>IT Social Media Students</p> <p>IT Social Media Staff</p> <p>IT Video & Digital Images</p> <p>ESafety & Online Safeguarding</p> <p>Technical Security</p> <p>Website Privacy Policy & Cookie consent</p> <p>TWHF Cloud Based Solutions</p>	
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Curriculum

Members	Board of Trustees/ Committees	CEO/OCEO	COO	Trust SLT/RDs	LGB	Principal
					Monitor the intent, implementation and impact of the curriculum including the promotion of British Values	
					Monitor the offer to all pupils of enrichment activities	
					Monitor the impact of alternative provision or bespoke packages for students no longer educated full time at school	
					Monitor the quality of work placement experience for students, future educational needs and careers advice Receive information on the destination of KS4 and KS5 students	
	Monitor the SIAMs readiness of Faith Academies				Monitor the SIAMs readiness of the Academy	Ensure the Academy (faith schools only) is SIAMs ready



						To propose and adopt the following polices: Sex Education, EYFS policies, Accessibility Plan
		To propose and adopt Primary Assessment Teaching and Learning, TWHF School Dog, ESafety & Online Safeguarding policies. OCEO delegated to Executive Directors				
	To adopt SEND and Supporting students with medical conditions, Children with Health Needs who Cannot Attend School policies.			To propose SEND, supporting students with medical conditions policies, Children with Health Needs who Cannot Attend School		
				To propose/ adopt Healthy Food Policy (Nutritional Standards) Transgender Policy		

Community



Members	Board of Trustees/ Committees	CEO/OCEO	COO	Trust SLT/RDs	LGB	Principal
					Monitor relationships with parents and their satisfaction with the school including wellbeing of their children	
				Ensure annual staff and parent surveys are completed by LGBs	Propose annual staff and parent surveys and review results	Conduct annual staff and parent surveys
					Monitor community relationships	
					Monitor relationships, pupil recruitment and marketing to feeder schools	
				Ensure the publication of Local Governor information Inc. attendance, terms and pecuniary interest	Ensure the publication of Local Governor information Inc. attendance, terms and pecuniary interest	
					Receive and act on complaints from parents after review by	Receive and act on complaints from parents



					principal or if about the Principal	
		<p>To propose Communications Policy & Standard Operating Procedures The White Horse Federation Website Cookie Policy Marketing Content Safeguarding Policy & Standard Operating Procedures Onboarding Policy & Standard Operating Procedures Marketing Asset Photography Notes and Amendments Sheet Public Relations Policy & Standard Operating Procedures The White Horse Federation Website Privacy Policy Yammer Quick Start & Usage Policy TWHF Marketing Request Process & Timescales</p> <p>OCEO collective</p>		<p>To propose Communications Policy & Standard Operating Procedures The White Horse Federation Website Cookie Policy Marketing Content Safeguarding Policy & Standard Operating Procedures Onboarding Policy & Standard Operating Procedures Marketing Asset Photography Notes and Amendments Sheet Public Relations Policy & Standard Operating Procedures The White Horse Federation Website Privacy Policy Yammer Quick Start & Usage Policy TWHF Marketing Request Process & Timescales</p>		





Appendix B
Finance Limits of Authorisation

Activity/process	Value/limits	Who/delegated authority....		Other comments/method
		Entity level	+ finance/exec Directors level	
Ordering goods and Services (Excluding Utilities) - in Budget	< £1,000	Budget Holder	+ Finance Manager	Selection from preferred supplier list constructed by Purchasing Department
	< £5,000	Principal or Functional Dept Head	+ Financial Controller (or delegated to Central FM)	
	< £50,000	As above	+ Finance Director/COO	3 Quotes or detailed explanation why not
	< £150,000	As above	+ CEO	3 Quotes or detailed explanation why not
	> £150,000	CEO	+ Fin Committee	Case overview for discussion and agreement at A&R
	Authority to accept other than lowest 3 quotations			CEO + COO FD / COO/ CEO
Ordering goods and Services (Excluding Utilities) - Out of Budget	< £10,000	Principal or Functional Dept Head	+ COO	Action plan for recovery to be assessed
	< £50,000	Principal or Functional Dept Head	+ CEO	
	> £50,000	CEO	+ Fin Committee	
Utility Contracts	Fixed Contracts per Annum	Estates Manager & Commercial Director	+ Finance Director, COO, CEO	Coordinated with Utility Advisor reflecting overall TWHF Direction
WHF Central Contracts for Supplies and Goods	< 50000 per annum	Commercial Director Functional Dept Heads	+ Finance Director, COO	Establish Central TWHF contracts and development of preferred suppliers to drive focused procurement above. Business case required.
	< 150000 per annum	Commercial Director Functional Dept Heads	+ CEO	



Signatories for Cheques and other Bank transfers - not BAC's	Any Cheque		Two signatures per Bank Mandate	Bank Authorisation governed by Bank Mandate Any transaction requires two signatures with one from List A being FD or Exec Principal level.
	Any Bank Transfer <50,000		Two Approvals incl one of FD and Exec Director level	
	Any Bank Transfer <150,000		Two Approvals from FD, COO, CEO	
	Any Bank Transfer >150,000		Prior approval of Fin Committee & CEO	
BACS Payments	< £200,000	Finance - Any Two signatories form List A and B in bank Mandate		Controlled via bank Mandates
	> £200,000	Finance - Any Two signatories form List A		
EFA Grant Claims and EFA Returns	Any	Two Signatories (or as required by ESFA) from FD, CEO or nominated Trustee		
Disposals of Assets, Stock	< £1,000	Principal Functional Head	+ Finance Controller	Bank Authorisation governed by
	< £5,000	Principal Functional Head	+ Finance Director	
	< £10,000	Finance Director	+ CEO	
	> £10,000	CEO	+ Audit & Risk	
Write off of Bad Debts	< £5,000	Principal Functional Head	+ COO	Must be approved at senior level after all avenues of resolution exhausted.
	< £10,000	Principal Functional Head	+ CEO	
	> £10,000	CEO	+ Fin Committee	



Sales Invoicing incl Lettings	< £10,000	Finance Controller or Finance Manager at School/Hub level	All invoices must be processed through Accounting system and issued in timely manner.
	< £15,000	As above plus Finance Director, Comm Director	
	> £15,000	Finance Director and Commercial Director	
Purchase or Sale of Land	Any	ESFA Approval required	As per Academies Handbook
Granting any Leasehold tenancy	Any	ESFA Approval required	
Taking up any Leasehold tenancy for more than 3 years	Any	ESFA Approval required	



Appendix C

Legal Documents Delegation

Legal Documents	Location	Status	Owner
Board/LGBs - Minutes/Attendance of Meetings	TWHF site and on individual school sites	Legally Required	Clerk to the board/ LGB
Board/LGBs - Names/Appointing Body/Type/Date of appointment/Date term ends	TWHF site and on individual school sites	Legally Required	Clerk to the board/ LGB
Central Vetting DBS	Need TWHF statement	Legally Required	HR
Chairs of Board/LGBs - Names/Appointing Body/Type/Date of appointment/Date term ends/Email Address/Contact No	TWHF site and on individual school sites/Information for Schools	Legally Required	LGB
Financial & Management Information	On TWHF website	Legally Required	COO
Members of Board/LGBs - Names/Appointing Body/Type/Date of appointment/Date term ends	TWHF site and on individual school sites/Information for Schools	Legally Required	Clerk to the board/ LGB
Register of Interests – LGB/ Principal	TWHF site and on individual school sites	Legally Required	LGB



Register of Interests of Board of Trustees	On TWHF website	Legally Required	Clerk to the board
Register of Interests of Members	On TWHF website	Legally Required	Clerk to the board
Register of Interests of Senior Leadership Team	On TWHF website	Legally Required	PA to CEO
Register of Pupils Admission to school	on individual school sites	Legally Required	School Office
Register of Pupils Attendance	on individual school sites	Legally Required	School Office
School information published on a website	TWHF statement	Legally Required	Website
Statement of General principles with regard to behaviour	on individual school sites	Legally Required	LGB
Scheme of Delegation	On TWHF website	Legally required	Board

