



Scheme of Delegation

July 2019

Folio Central Services Executive Values:

We are guided with the interests of young people in mind and for the good of Folio.

We are there in service for the whole organisation.

We are committed to open, honest debate to ensure all perspectives are considered in our decision making.

We are always present and support each other.

FUNCTION		MARKETING & COMMUNICATIONS
EXECUTIVE TEAM MEMBER WITH OVERALL ACCOUNTABILITY		CEO
STAKEHOLDER	RESPONSIBILITIES	ACCOUNTABLE TO
Folio Trustees	<ul style="list-style-type: none"> ● The Trust Board will be responsible for the approval for new schools joining the Trust following proposals by the CEO and consultation with all Folio Headteachers. LABs will be consulted to recognise all of the benefits and risks of Trust expansion following due diligence. ● The Trust Board will ensure that Folio Education Trust (FET) retains a greater priority than any individual or group of individuals within it. There is to be a collaborative approach to evaluation and development across all Folio Schools. ● Approve all changes with regards branding of Folio Education Trust. ● Approve all changes with regards branding of Folio Schools following consultation with Folio Headteachers and LABs ● Trustees will run Trust wide internal Marketing Audits when necessary as part of quality assurance and control. ● Trustees will engage in regular training to ensure they are able to support and challenge the work of the CEO, CFO and COO. ● Trustees will engage in regular training to ensure they are able to support and challenge the work of Folio Headteachers and LABs. 	<p>Department for Education (DfE)</p> <p>Education Skills and Funding Agency (ESFA)</p>
Folio CEO/EHT	<ul style="list-style-type: none"> ● Develop and initiate Trust and/or School expansion strategy. ● The CEO will lead an in-house team to manage all aspects of new Schools joining the Trust including: <ul style="list-style-type: none"> ➢ Conversions ➢ Sponsorships ➢ Trust-to-trust re-brokerages ➢ Trust-to-trust transfers ➢ New school provision ● Monitor the effectiveness of the marketing and communication strategy and ensure a value for money return. ● Ensure that the Trust is represented on the local, regional, national stage in a positive light. ● Support Folio Headteachers when interacting with external bodies; Ofsted, Local Authority, Department for Education. ● Support Folio Schools when managing critical incidents and subsequent communications. ● Support Folio Schools by establishing a Code of Conduct for all volunteers involved in a Governance function. ● Support Central Trust Staff by establishing a Dress Code which is to be used when in Central Offices and visiting Folio Schools. This offers flexibility for staff involved in more manual hands-on activities. 	Folio Trust Board
Folio Headteacher	<ul style="list-style-type: none"> ● Ensure that local stakeholders are considered and advice sought from Folio Marketing Service when seeking to promote the School. ● Contribute towards establishing an annual marketing budget which meets contextual requirements of the school. ● Ensure that the Folio Education Trust Staff and Governance Code of Conduct is promoted and principles adhered to. All Folio Schools to have more developed contextual Staff Code of Conduct. This will include a contextual Dress Code for staff which Central Trust staff will adhere to. 	Folio CEO

	<ul style="list-style-type: none"> ● Lead on and manage parent, community, local stakeholder and School media engagement and consultation. ● Lead on Local Authority communications. ● Lead on Ofsted communications. ● Responsible for individual school websites ensuring they are compliant with statutory expectations and updated regularly with accurate information for stakeholders 	
Folio Director of Marketing & Communication Services	<ul style="list-style-type: none"> ● Ensuring that all Folio School's and Folio Education Trust's corporate identities are presented consistently portrayed in all marketing communications. ● Manage public relations for the Trust and provide support where necessary to individual Schools with regards press releases and interactions with local and national media. ● Support Folio Headteachers on the development and implementation of school marketing plans. ● Support Folio Schools when they wish to review corporate colours, logos, school uniform, sports kit as a mechanism to market the school. ● Manage the Trust's website and support Folio Headteachers with the management and corporate identity of Folio School websites; working alongside the Director for Compliance and data Protection to ensure statutory compliance. ● Support and advise on all aspects of marketing and branding, including printed materials, signage, uniform, recruitment adverts, open day promotional materials, prospectus, banners, school newsletters, branded merchandise, social media, digital/online presence, etc. 	<p>Folio Headteachers</p> <p>Folio CEO</p>
Local Advisory Board (LAB)	<ul style="list-style-type: none"> ● Understand how Folio Headteachers liaise with local stakeholders, parents and the wider community ensuring satisfaction that the evidence provided supports a successful narrative of positive engagement. ● Offer support and challenge where necessary to Folio Headteachers to ensure that individual School marketing and communication is effective. ● Understand how the Folio Governance Model supports them to carry out their role in supporting and challenging the School. ● Carry out regular Lead Advisor visits and reports in areas such as; Marketing Review, Communication Review etc. ● Support where necessary and through collaboration with Folio Headteachers when engaging in any form of public relations. ● Engage in meaningful and regular training so that they can carry out their role as a Lead Advisor. 	Folio CEO

FUNCTION		COMPLIANCE & DATA PROTECTION (Not Financial Compliance)	
EXECUTIVE TEAM MEMBER WITH OVERALL ACCOUNTABILITY		CEO	
STAKEHOLDER	RESPONSIBILITIES		ACCOUNTABLE TO
Folio Trustees	<ul style="list-style-type: none"> ● The Trustees are responsible for ensuring that statutory health and safety requirements and safeguarding criteria are met across the Trust and that all Folio Schools have robust policy and procedures in place to address issues such as; critical incidents, lock down, evacuation, business continuity, educational visits and other matters linked to health & safety and safeguarding. ● The Trust Board will review the minutes and actions tables from Local Advisory Boards (LABs) to ensure that local actions meet statutory legislation. ● Accountable for all legal responsibilities. ● Approve all statutory policy designated for Trust ownership. Delegate responsibility to approve all local policy and procedures to Local Advisory Boards (LABs) – see Trust Policy Compliance Scorecard for further information regarding the delegation and review of policy. ● Accountable for ensuring each individual Folio School fulfils its duty to react to and report all Freedom of Information (Fol) and Data Protection / GDPR statutory obligations. The Director of Compliance and DP will support in all such cases. ● Approves annual Financial Budgets, Trust Levy and End of Financial Year Report. Clear principles of how a Trust Levy is calculated and evaluated must be communicated to all Folio Schools. ● Trustees will run Trust wide internal Compliance Audits when necessary as part of quality assurance and control. ● Approval of the Folio Scheme of Delegation in consultation with all Folio Schools. ● Manage safeguarding or malpractice complaints against the CEO, CFO or COO. ● Trustees will engage in regular training to ensure they are able to support and challenge the work of the CEO, CFO and COO. ● Trustees will engage in regular training to ensure they are able to support and challenge the work of Folio Headteachers and LABs. 		<p>Department for Education (DfE)</p> <p>Education Skills and Funding Agency (ESFA)</p>
Folio CEO/EHT	<ul style="list-style-type: none"> ● Monitors the progress towards 100% compliance and implements appropriate action where required. ● Manages safeguarding complaints against Headteachers. ● Monitors the effectiveness and use of key statutory policy areas. (Admissions, Behaviour, Complaints, Appraisal & Capability etc.) ● Monitors the frequency and detail of all Fol, Data Breaches and matters relating to GDPR and Data Protection. ● Takes immediate action (working with Headteachers and LABs) when necessary should Compliance Audits identify areas to improve. 		Trust Board
Folio Headteacher	<ul style="list-style-type: none"> ● Responsible for local approval and implementation of policies, including development of school procedures and internal reporting on statutory requirements. ● Ensures that a Health and Safety Committee (Headteacher & Lead Advisor for Health & Safety) is in place and meets in accordance with the overarching Trust Health and Safety policy. (Reports to LAB Resources Committee) ● Appoints Designated Safeguarding Lead (DSL) and qualified SENCo. 		Folio CEO

	<ul style="list-style-type: none"> ● Manages all safeguarding complaints (excluding those against Headteacher). ● Responsible for referrals for children at risk, outside school environment. ● Completes the annual Trust safeguarding audit. ● Sets school specific SEND policy and completes the annual SEND Report. ● Responsible for implementation of compliance policies in line with statutory requirements. ● Responsible for issuing exclusions, informing all relevant parties and managing any appeal processes. ● Responds to Freedom of Information (FOI) requests, and Data Breaches in a specified timeframe working closely with the Trust Director of Compliance and Data Protection. ● Provides information to the Trust with regards to Data Breaches / GDPR matters arising. ● Responsible for admissions appeals. ● Attends tribunals when necessary to represent the School. Makes the CEO aware and uses support when necessary. 	
Folio Director of Compliance and Data Protection.	<ul style="list-style-type: none"> ● Responsible for the production of a Trust wide policy and compliance scorecard which monitors that statutory policy, procedures and key documents are in place. ● Includes external annual Health & Safety Reports for Folio Schools within the Trust Compliance Scorecard and monitor LAB minutes for evidence of challenge and support in this area. ● Ensure all Folio Schools have a Single Central Record (SCR) in place as part of the Trust Compliance Scorecard and ensure there is a regular monitoring system in place with each school's Senior Leadership Team (SLT). ● Include annual Safeguarding Audits for each Folio School within the Trust Compliance Scorecard monitoring LAB minutes for evidence of challenge and support. ● Provide expert advice to ensure all Folio School Admissions Arrangements are compliant to the Admissions Code. ● Provide compliance advice to Folio Schools who are responsible for managing Admissions Appeals and Exclusion Appeals. ● Advises Folio Schools when responding to Freedom of Information (Fol) requests and helps produce Data Breach / GDPR Reports for the IOC and Trust working closely with Headteachers of Folio Schools. ● Coordinates virtual meetings of the Trust Compliance Steering Group when necessary to respond to any complex Fol, GDPR, Data protection or Data Breaches. ● Line Manages the Senior Administrator who supports Folio Education Trust Governance model. (includes; Agenda setting, Paper publication, SLAs for Clerking, Action Tables, Governance Administration, Governor Training and monitoring Terms of Office) 	Folio CEO
Local Advisory Board (LAB)	<ul style="list-style-type: none"> ● Understands how the school is compliant with regards Health & Safety policies and statutory obligations. ● Reads and considers the findings of School Health & Safety Reports and feeds back to Trust Broad through LAB Minutes. Health & Safety recommendations to be monitored by the LAB / Lead Advisor for Health & Safety. ● Is satisfied that the DSL reports contain sufficient evidence to ensure compliance with statutory safeguarding requirements. This includes regular monitoring of the Single Central Record (SCR) by Folio School Senior Leadership Teams (SLT) ● Monitors and challenges implementation of SEND policy and performance of SEND students. 	Folio CEO

	<ul style="list-style-type: none"> ● Is informed of exclusions in line with policy and monitors frequency and trends. Permanent exclusions to be ratified by a panel of Local Advisors. ● Ensure all items are published on the school website to meet with the expectations of the Trust Compliance Scorecard (e.g. Pupil Premium Strategy, Sports Premium Statement, SEND Report, Term Dates etc.) ● Be informed by the Headteacher of any data and information requests. Ensure timely responses are carried out with support from the Director of Compliance and Data Protection. ● Understand how the Folio Governance Model supports them to carry out their role in supporting and challenging the School. ● Carry out regular Lead Advisor visits and reports in areas such as; Compliance Review, Safeguarding Audit etc. Folio Director of Compliance and Data Protection to support all visits and reports in these areas. ● Engage in meaningful and regular training so that they can carry out their role as a Lead Advisor. 	
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FUNCTION		OPERATIONS (Catering, IT, HR and Estate Management)	
EXECUTIVE TEAM MEMBER WITH OVERALL ACCOUNTABILITY		Chief Operations Officer (COO)	
STAKEHOLDER	RESPONSIBILITIES		ACCOUNTABLE TO
Folio Trustees	<ul style="list-style-type: none"> ● Review and approve the proposed Folio Shared Services budget for Folio Catering, Folio IT, Folio HR and Folio Estate Management. This will form part of the annual Trust Levy. ● Ensure that all Folio School sites are safe and fit for purpose. ● Ensure an effective IT network and refresh strategy for all Schools. ● Ensure all children and staff have access to healthy food options. ● Ensure staff recruitment, well-being and appraisal is effective and pays attention to safeguarding expectations. ● Approves the Folio Business Continuity Plan. ● Ensure all employment law policies and procedures are in place to support all Folio Schools and Central Trust employees. ● Ensure all Folio Schools have in place effective policy to support Health & Safety which will include; Evacuation Procedures, Lock Down Procedures, Critical Incident Policy, Educational Visit Policy and Business Continuity Plans. ● Trustees will run Trust wide internal Operations Audits when necessary as part of quality assurance and control. ● Approves Capital Expenditure with regards major projects linked to ESFA Condition and Improvement Fund (CIF) applications. ● Trustees will engage in regular training to ensure they are able to support and challenge the work of the CEO, CFO and COO. ● Trustees will engage in regular training to ensure they are able to support and challenge the work of Folio Headteachers and LABs. 		Department for Education (DfE) Education Skills and Funding Agency (ESFA)
Folio COO	<ul style="list-style-type: none"> ● Commissions, monitors and reviews the effectiveness of estates provision across the Trust. ● Prioritises, on a transparent and agreed methodology, capital improvement projects through the ESFA delegated School Condition Improvement Fund (CIF) and Folio Reserves. 		Trust Board

	<ul style="list-style-type: none"> ● Line Manages the Directors of Catering, ICT, Estate Management and HR to ensure they run effective service provision for all Folio Schools. ● Oversee energy efficiency and value for money across all Folio Schools. ● Oversee a strategy for recycling and environmentally friendly operations across all Folio Schools. ● Produces a quarterly 'KPI / Metric Scorecard' for all Folio Operations Services. ● Engages with retained legal team for any commercial legal advice as required. ● Leads on the delivery of significant building projects e.g. successful Condition and Improvement Fund (CIF) applications to the ESFA ● Works closely with Headteachers on all major and small scale capital expenditure projects. ● Monitors the delivery of IT replacement strategy across the Trust. ● Ensures resources are available to fund the necessary improvements to IT provision. ● Oversees contract and property maintenance software for all operational services. ● Develops and implements the Trust Business Continuity Plan. ● Oversee HR policy and procedures to ensure equality across the Trust and effective appraisal and capability systems. ● Review effective Health & Safety Policy and Procedures in all Folio Schools to include; Evacuation Procedures, Lock Down Procedures, Critical Incident Policy, Educational Visit Policy and Business Continuity Plans. ● Secure a higher level of legal support for contract disputes in communication with Folio CFO. ● Ensure value for money is being achieved across the Trust. ● Ensure that Folio Schools are making best use of facilities to generate lettings income. Lettings must not have an adverse impact upon the School's core business and must be approved by the Headteacher. Letting priority should be given to those organisations who are linked or who have a strategic relationship with Folio Education Trust or the School. 	
<p>Folio Headteacher</p>	<ul style="list-style-type: none"> ● Provides Folio Education Trust with all property data and access to premises on request. ● School will take all opportunities to utilise and manage energy efficiency to optimise the running costs. ● Provides regular feedback to Folio Chief Operations Officer (COO) to enable a quarterly performance scorecard. ● Maintains the academy premises for routine condition, repair and decoration within the allocated resources of the academy budget. ● Contributes towards a Trust wide recycling and environmentally friendly operations strategy within the School. ● Leads proposal development for significant building projects and refurbishments through the development of a three year strategic plan. ● Ensures compliance with Folio IT Services replacement strategy. ● Contributes towards a local IT strategy by working with Folio IT Services. Adheres to a 'Folio First' concept with regards new IT initiatives being implemented within Folio Schools. ● Provides school based IT technicians with the time to implement planned maintenance checks. ● Requests and monitors any small scale building projects to the COO and CFO to ensure affordability. ● Works with the COO and CFO to support the delivery of all Trustee approves significant capital projects e.g. successful CIF Bid applications to the ESFA. 	<p>Folio COO</p>

	<ul style="list-style-type: none"> ● Produces a local Business Continuity Plan as part of a wider Trust Business Continuity Plan. ● Contributes towards a local Healthy Eating strategy by working with Folio Catering Services. ● Contributes towards a local Safeguarding, Safer Recruitment and Recruitment strategy by working with Folio HR Services. ● Ensure a continuous evaluation of Health & Safety Policy and Procedures to include; Evacuation Procedures, Lock Down Procedures, Critical Incident Policy, Educational Visit Policy and Business Continuity Plans. ● Ensure that the School is making best use of facilities to generate lettings income. Lettings must not have an adverse impact upon the School's core business and must be approved by the Headteacher. Letting priority should be given to those organisations who are linked or who have a strategic relationship with Folio Education Trust or the School. 	
<p>Head of Function / Central Services</p> <p>Director of Estate Management</p> <p>Director of IT</p> <p>Director of HR</p> <p>Director of Catering</p>	<p>ate Management</p> <ul style="list-style-type: none"> ● Maintains a central property asset register, including asset valuation. ● Maintains a central property condition database. ● Provides the lead design, project management and legal support for academy capital projects. ● Co-ordinates bids for capital funding to extend or improve the capacity and condition of the Trust's academies. ● Ensures that commercial interests, insurances, warranties, risk assessments, design and build are executed to secure the best interests of the Trust and its education vision. ● Works with architects and project managers to support capital bids for ESFA funding. <p>services</p> <ul style="list-style-type: none"> ● Manages delivery of IT contract locally. ● Designs the IT replacement strategy. ● Supports schools to provide a seamless IT provision that fully supports learning and administration in every school. <p>Services</p> <ul style="list-style-type: none"> ● Evaluate and develop all policy and procedure linked to equality of employment across Folio Schools. ● Support in the recruitment of new staff and the appraisal of existing staff ensuring that all HR related policy and procedures are in place and followed by Folio Headteachers. ● Support Headteachers in monitoring standards of safer recruitment in schools. <p>ering</p> <ul style="list-style-type: none"> ● Maintains the highest standards of food hygiene in Folio Schools and ensure an efficient and effective delivery of healthy food for staff and students. 	<p>Folio COO</p>
<p>Folio LAB</p>	<ul style="list-style-type: none"> ● Challenge annual budgets allocated by the Trust for Folio Shared Services. Respond on whether operational support is value for money. ● Supports, challenges and inputs into the development of school building/refurbishment proposals. ● Supports, challenges and inputs into the provision of effective IT in schools to ensure that children's needs are met. 	<p>Folio CEO / COO</p>

	<ul style="list-style-type: none"> ● Supports, challenges and inputs into the provision of food hygiene and Healthy Eating within the school to ensure that children’s needs are met. ● Supports, challenges and inputs into effective safer recruitment policy and procedures. ● Supports, challenges and inputs into effective Health & Safety across the school to include a regular evaluation of Educational Visits. ● Understand how the Folio Governance Model supports them to carry out their role in supporting and challenging the School. ● Carry out regular Lead Advisor visits and produce reports in areas such as; Health & Safety Review, Buildings Review, Educational Visits Review, HR Review, IT Strategic Review etc. N.B – Those Local Advisors who are parents will not be asked to engage in HR Reviews for staff confidentiality reasons. IT Strategic Review is likely to be every two or three years. ● Engage in meaningful and regular training so that they can carry out their role as a Lead Advisor. 	
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FUNCTION		QUALITY OF EDUCATION PROVISION
EXECUTIVE TEAM MEMBER WITH OVERALL ACCOUNTABILITY		CEO
STAKEHOLDER	RESPONSIBILITIES	ACCOUNTABLE TO
Folio Trustees	<ul style="list-style-type: none"> ● The Trustees will ensure that Folio Education Trust has a deeply held ethos of inclusivity and well-being that underpins our approach to developing a knowledge-rich curriculum supported by outstanding pedagogy. ● Set an overall measurable vision and mission for the Trust. What is our purpose? Where will we be in the next five years? ● Hold Executives (CEO / CFO / COO) to account on school improvement and all educational outcomes which are generated through a Shared Services model. ● Ensure all Folio School admissions arrangements are compliant and publicly consulted upon. ● Monitor Quality of Education metrics for all Folio Schools as agreed by the Trust Board. ● Receive an annual summary of Self Evaluation Form (SEF) from all Folio Schools. ● Receive termly School Development Plan (SDP) documents from all Folio Schools. ● Approve all annual performance related pay awards for staff through the Trust Remuneration Committee. ● Trustees will engage in regular training to ensure they are able to support and challenge the work of the CEO, CFO and COO. ● Trustees will engage in regular training to ensure they are able to support and challenge the work of Folio Headteachers and LABs. 	Department for Education (DfE) Education Skills and Funding Agency (ESFA)
Folio CEO/EHT	<ul style="list-style-type: none"> ● Promote the ethos of Folio – ‘We believe in ourselves, We believe in each other’. ● Maintain a scorecard of Quality of Education metrics as agreed with all Folio Headteachers. ● Coordinate Peer Reviews across all Folio Schools to monitor Quality of Education. These may include external validation. ● Coordinate collaborative and strategic development of Folio Key Documents; SEF Summary, SDP, Appraisal Booklets. ● Lead strategic working parties which look into future collaborative models linked to School Improvement. 	Folio Trust Board

	<ul style="list-style-type: none"> ● Coordinate moderation meetings within each Folio School with Headteachers and Lead Advisors to receive recommendations for annual pay awards as part of the Folio Appraisal Cycle. These will be recommended to the Trust Remuneration Committee. ● Approves: <ul style="list-style-type: none"> ➢ School Culture & Ethos, Mission, Vision and Values to ensure they are in line with Folio’s Core Purpose. ➢ Annual School Development Plan (SDP) objectives, success criteria and actions steps. ➢ Annual SDP Key Performance Indicators (KPIs) ➢ Annual SEF Summary ➢ Curriculum Policy and Behaviour Policy. N.B – These are locally generated but must have the following detail. Curriculum Policy must clearly state Curriculum Intent, Implementation and Impact. Behaviour Policy must identify a clear set of Behaviour Principles ● Makes the Trust Board and Local Advisory Board aware of any concerning trends or patterns identified through the Quality of Education metrics scorecard. ● Ensures admission arrangements for all Folio Schools are available for public consultation as required and in line with the Admissions Code. 	
<p>Folio Headteacher</p>	<ul style="list-style-type: none"> ● Embraces and actively promotes the ethos of Folio – ‘We believe in ourselves, We believe in each other’. ● Embraces the concept of ‘Folio First’ when it comes to collaboration. This should not be instead of existing collaboration with local clusters or national organisations and must take into account a school’s capacity. Headteachers will decide on the level of collaborative engagement as part of the ‘Folio First’ mindset. ● Develops a unique and strong Culture & Ethos within their own school which is the blueprint for everything they do. This must be simple but effective. It must not be counter-productive to the Core Purpose of Folio Education Trust. ● Actively seeks opportunities to collaborate with other Folio Schools with regards school improvement strategies. ● Ensure that a comprehensive enrichment timetable is in place for all children to ensure they receive a well-rounded curriculum and opportunities to become responsible citizens. ● Ensure that the School community is such that it promotes ‘happy’ and ‘healthy’ lifestyles. ● Recommends: <ul style="list-style-type: none"> ➢ School Culture & Ethos, Mission, Vision and Values to ensure they are in line with Folio’s Core Purpose. ➢ Annual School Development Plan (SDP) objectives, success criteria and actions steps. ➢ Annual SDP Key Performance Indicators (KPIs) ➢ Annual SEF Summary ● Monitors and improves the quality of Teaching and Learning through Folio Appraisal Booklets and targeted CPD. ● Develops a local Curriculum Policy which meets the expectations of Ofsted and other stakeholders. ● Develop a localised pedagogical strategy towards raising the standard of Teaching and Learning. 	<p>Folio CEO</p>

	<ul style="list-style-type: none"> ● Develop a localised Behaviour Policy which supports all children and ensures that exclusion from school in any form is the absolute last solution. ● Recommend all annual pay awards to the CEO who will approve through the Trust Remuneration Committee. ● Recommend Admissions Arrangements and publicly consult following the agreed Folio timeline. Publish these once the Trust Board has approved recommendations. ● Ensures that a local Assessment for Learning strategy is in place which regularly assesses pupil progress, records, analyses, communicates, acts upon and then re-evaluates to ensure all children meet or exceed expected levels of academic progress. ● Ensures that an MIS is accurately maintained to record, analyse, communicate, monitor and re-evaluate pastoral data. ● Ensure an immediate Senior Leadership Team (SLT) action will implement an appropriate school level response to any identified underperformance or deteriorating trends and patterns ● Co-operates with the Trust School Peer Reviews and responds to the findings through the development and implementation of an additional and targeted short term School Action Plan. 	
<p>Folio Director of Education</p> <p>Folio Subject Specialist Leaders</p>	<ul style="list-style-type: none"> ● At present there are no immediate plans to employ a Director of Education or any centrally contracted Subject Specialist Leaders. School improvement is carried out through meaningful collaboration and Peer Reviews. 	<p>Folio CEO</p>
<p>Folio LAB</p>	<ul style="list-style-type: none"> ● Understand how the Folio Governance Model supports them to carry out their role in supporting and challenging the School. ● Regularly reviews of Folio Key Documents; SEF Summary, SDP, Staff Appraisal Booklets N.B – Parent Advisors will not be asked to review Staff Appraisal Booklets because of Staff confidentiality reasons. ● Carry out regular Lead Advisor visits and reports in areas such as; Curriculum Review, Staffing Review, Behaviour Review Teaching & Learning Review etc. ● Understands how the School’s curriculum model is tailored to the needs of the community. ● Satisfies itself through analysis of data collections, that teaching quality continues to improve. ● Satisfies itself through analysis of data collections that all children are meeting or moving beyond expected levels of academic progress. ● Triangulate academic progress data, with other metrics such as attendance and exclusions to ensure disadvantaged groups of children are not without the necessary targeted intervention. ● Approves local Policy and Procedures such as; Curriculum, Behaviour etc. ● Satisfies itself that Folio Appraisal Booklets are being administered in a fair and rigorous way to rewards all staff based upon the Folio Pay Policy. Exposure to Staff Appraisal Booklets will be carried out during moderation. This is conducted by the CEO, The Headteacher and a representative (Lead Advisor for Leadership & Management or Chair) from the LAB. ● Engage in meaningful and regular training so that they can carry out their role as a Lead Advisor. 	

FUNCTION		HR and STAFFING
EXECUTIVE TEAM MEMBER WITH OVERALL ACCOUNTABILITY		COO
STAKEHOLDER	RESPONSIBILITIES	ACCOUNTABLE TO
Folio Trustees	<ul style="list-style-type: none"> Accountable for all HR compliance. Approve all HR policies. (e.g. Folio Pay Policy, Folio Appraisal Booklets, Disciplinary, Appraisal & Capability Policy, Staff Absence etc.) Trustees will directly manage any HR procedures that may lead to employment termination for the CEO, CFO or COO. Trustees will run Trust wide internal HR Audits when necessary as part of quality assurance and control. Trustees will engage in regular training to ensure they are able to support and challenge the work of the CEO, CFO and COO. Trustees will engage in regular training to ensure they are able to support and challenge the work of Folio Headteachers and LABs. 	<p>Department for Education (DfE)</p> <p>Education Skills and Funding Agency (ESFA)</p>
Folio CEO/COO	<ul style="list-style-type: none"> Complies with all requirements and any investigations instigated by the Trust's internal audit function. The CEO will directly manage HR procedure that may lead to employment termination for Headteachers and centrally employed staff. This excludes the CFO and COO. Ensures the delivery of effective and best value recruitment support for academies. Approves significant staff restructures. The CEO engages in recruiting the following key posts – CFO, COO, Headteachers, Heads of School, Deputy Headteachers. Other posts in agreement with Folio Headteachers. The CFO and COO engage in recruiting all senior Central Trust Staff and where necessary operational staff in Folio Schools in agreement with Folio Headteachers. 	Folio Trust Board
Folio Headteacher	<ul style="list-style-type: none"> Implementation of Trust HR policies and liaises with local relevant Trade Unions under guidance from the Folio Central HR Team. Includes; disciplinary and grievance, complaints, appraisal and capability, pay policy etc. Ensures local compliance with the Trust's Trade Union Recognition Agreement. Ensures staff are familiar with and comply with, all HR policies through appropriate consultation, training and development. Seeks HR advice (Folio and Retained Service) at the earliest opportunity before initiating a formal HR procedure or policy. Ensures HR policies are implemented in line with policy, including performance appraisals and pay reviews. Ensures Capability Policy is used as soon as necessary as part of ongoing support for staff development. Develops and proposes staff restructure proposals. Liaises with Local Trade Union Representatives when necessary The Headteacher is responsible for the line management of the school's senior management team and the implementation of performance management processes across the School. The Headteacher is responsible for the line management of the school based HR Officer and will be supported by the Folio Director of HR. The Headteacher will be responsible for ensuring that an appropriate and effective staffing structure, in line with is in place to deliver a high quality learning environment for all pupils with effective educational outcomes. 	Folio CEO

	<ul style="list-style-type: none"> ● Recruits, develops and retains great staff in school or recommends leadership opportunities in other Folio Schools as part of a talent management framework. 	
Folio Director of HR	<ul style="list-style-type: none"> ● Provides a Trust recruitment strategy. ● Supports Senior and Executive staff in the recruitment process for new staff. ● Provides an internal audit and investigation function for the COO. ● Provides regular reports on HR key performance indicators to COO, school specific HR Officers and Headteachers. ● Negotiates with national Trade Unions on the development of consistent HR policies and procedure changes. ● Manages and liaises with Trade Unions where there is a risk of industrial dispute. ● Provides HR advice and support to school HR Officers when necessary. ● Provides HR support along with external retained services and in-school HR Officers for formal procedures including capability, grievance and disciplinary. ● Works with the CFO to provide a centrally managed payroll service for the Trust which includes all Folio employees. ● Works with Folio Financial Services to ensure employment contracts are accurate and monthly payroll data is in line with the agreed pay awards. ● Works with HR Officers to ensure all contractual arrangements with regards hours etc. are adhered to. ● Sets HR and recruitment policies and ensures all statutory and compliant safer recruitment procedures are adhered to. ● Ensures an accurate Staff Absence tracker is in place which monitors all aspects of staff absence over a rolling 12 month period. This needs to be reviewed by CEO, COO and all Folio Headteachers. Advice given to tackle any persistent issues with regards Staff Absence when in breach of policy. ● To satisfy themselves that the staff establishment is in line with School Teacher Pay and Conditions Document (STPCD) parameters and that the Headteacher's decisions are based upon rational thought. ● Oversight for the organisation of centralised training in areas such as Safeguarding, Prevent and First Aid ● Manages along with HR Officers the Single Central Record (SCR) for Senior Leadership Teams and ensure Folio Shared Services staff are included. ● Carry out all additional HR Administration relating to Central Executive Staff and Folio Shared Services staff. 	Folio COO
Folio LAB	<ul style="list-style-type: none"> ● Headteachers and LAB manage procedures leading to employment terminations of staff below the level of Headteacher under advice from the Trust HR Team and employment legal advisors. ● Understands the evidence provided to determine the effectiveness of implementation of key HR policies, especially pay and performance. ● To satisfy itself that the staff establishment is in line with School Teacher Pay and Conditions Document (STPCD) parameters and that the Headteacher's decisions are based upon rational thought. ● Engage in meaningful and regular training so that they can carry out their role as a Lead Advisor. ● Understand how the Folio Governance Model supports them to carry out their role in supporting and challenging the School. ● Carry out regular Lead Advisor visits and produce reports in areas such as; Safer Recruitment Review, Single Central Record SCR Review, Staff Mobility Review, Entrance and Exit Interviews etc. ● Participate on request in school recruitment interview panels. 	Folio CEO

FUNCTION		FINANCE
EXECUTIVE TEAM MEMBER WITH OVERALL ACCOUNTABILITY		CFO (CEO is the recognised Accounting Officer)
STAKEHOLDER	RESPONSIBILITIES	ACCOUNTABLE TO
Folio Trustees	<ul style="list-style-type: none"> ● Appoint the Chief Executive Officer as Accounting Officer for the Trust. ● Accountable for ensuring financial compliance and sustainability. ● Appoint external Auditors. ● Trust Board will consider the annual audit findings and management reports for changes or improvements to financial procedures at all levels. ● Trustees will engage in regular training to ensure they are able to support and challenge the work of the CEO, CFO and COO. ● Trustees will engage in regular training to ensure they are able to support and challenge the work of Folio Headteachers and LABs. <p>Approve:</p> <ul style="list-style-type: none"> ● Approves the appointment of the external auditors. ● Approve Financial Policy. ● Trust Budget to include budgets for all Folio Schools ● Financial targets for schools, financial recovery plans ● Approves Capital Expenditure with regards major projects linked to ESFA Condition and Improvement Fund (CIF) applications ● Folio School deficits ● Financial statements for ESFA / Auditors / Company's House ● Financial procedures and Financial Scheme of Delegation. ● Purchases in line with the Financial Scheme of Delegation. 	<p>Department for Education (DfE)</p> <p>Education Skills and Funding Agency (ESFA)</p>
Folio CFO	<ul style="list-style-type: none"> ● Ensures a central accountancy team is in place under the leadership of the CFO. ● Recommends the firm external Auditors for the Folio Education Trust who are appointed by the Trust Board and Folio Members. ● CFO will set out a forensic budget plan for each Folio School and the Central Trust for the financial year ahead and with a 3 year forecast. ● Creates and recommends financial policy to the Trust Board. ● Recommends to Trust Board: <ul style="list-style-type: none"> ➢ Folio School budgets and forecasts ➢ Trust budget and forecasts ➢ Policy on the pooling and monitoring of Folio School Reserves ➢ Principles of Trust Levy setting. 	Folio Trust Board

	<ul style="list-style-type: none"> ● Responsible for providing a clear and accurate strategy and set of agreed principles for setting the Trust Levy. This must be communicated thoroughly with all Folio Headteachers and Lead Advisors for Financial Management. ● Responsible for all Multi Academy Trust financial matters. ● Secure a higher level of legal support for contract disputes in communication with Folio COO. ● Ensure value for money is being achieved across the Trust. ● Provide all necessary stakeholders with a clear and concise interpretation of the latest Academies Financial Handbook. ● Works with COO to ensure the delivery of successful applications to ESFA for Condition and Improvement Fund (CIF) projects. ● Works with the COO and Headteachers to ensure the delivery of small scale capital expenditure projects. 	
Folio Headteacher	<ul style="list-style-type: none"> ● Operates the School within the Trust’s financial procedures and Scheme of Delegation. ● Operates the School in accordance with the ESFA’s latest version of the Academies Financial Handbook. ● Manages the resources of the School within the limits set out in the authorised annual budget. ● Informs the CFO immediately if there is a risk of a significant deviation from the authorised annual budget plan. ● Seek approval from the CEO and CFO if any aspect of the annual budget is to be breached. Approval may be required from the COO if spending is linked to Folio Operational Services. ● Provides relevant contract and service level agreement (SLA) data to the Trust as requested. ● Informs the CFO and COO about any commercial contractual agreements that are under consideration and adheres to the parameters of the Trust’s Financial Scheme of Delegation. ● Follows the advice given by Folio CFO and Folio COO regarding new contract purchases and seeks approval prior to contract agreements. Adheres to the parameters of the Trust Financial Scheme of Delegation. ● Approves payments when necessary as part of the Trust wide Financial MIS. ● Seek opportunities to generate Private Income (Parental Financial Contributions, Donations, Fund Raising etc.) ● Works with the COO and CFO to ensure the successful delivery of major capital expenditure projects (CIF Bids) and other small scale capital expenditure. 	Folio CEO
Folio Finance Manager	<ul style="list-style-type: none"> ● Reads and ensures that financial policies are maintained and up to date in accordance with the ESFA’s latest version of the Academies Financial Handbook. ● Provides the financial management system and financial planning systems for all Folio Schools. ● Utilises the on-line banking arrangements to monitor and manage bank accounts to ensure sufficient cash exists to manage financial liabilities. ● Maintains an accurate and up to date financial management system as required by the procedures and policies set out by the CFO. ● Prepares monthly and end of year school finance documents. ● Maintains the banking system for all aspects of the Trust’s work. ● Provides procedures and easy to understand manuals for all Headteachers and School based Finance Teams. Provides online, email, telephone and on-site support for each academy through in-house provision. ● Provides support to each Folio School in fully managing their budgets. ● Provides the auditors with access to all information and systems, as they require. ● Maintains a financial contacts database for Folio Education Trust. Prioritises contracts, in terms of impact on schools, for group wide procurement and management. 	Folio CFO

	<ul style="list-style-type: none"> ● Finds, implements and manages network procurement opportunities. ● Negotiates directly with suppliers on behalf of schools for high value contracts. ● Assesses whether each contract secures best value if negotiated at the local level or as part of a group approach. ● Supports each Folio School through competitive processes for locally negotiated contracts. 	
<p>Folio LAB</p>	<ul style="list-style-type: none"> ● The LAB will read and consider the audit report and management response for the Trust and individual school in requiring changes or improvements to the implementation of financial procedures. ● Will confirm whether the information provided by the Trust CFO surrounding school finances, particularly the school budget and use of resources vs education plans, is regular, accurate and informative. ● While there is no role or responsibility in approving the budget or the Trust Levy the Chair, Lead Advisor for Finance and the Headteacher must be completely satisfied that the Trust Levy and the Budget allows them to ensure the School can meet its duty or care and development needs. ● To challenge the Headteacher’s decisions and satisfy themselves that decisions made adhere to Trust procurement and contract guidelines. To ensure that Headteachers are operating within the parameters of the Trust Financial Scheme of Delegation. ● Engage in meaningful and regular training so that they can carry out their role as a Lead Advisor. ● Understand how the Folio Governance Model supports them to carry out their role in supporting and challenging the School. ● Carry out regular Lead Advisor visits and produce reports in areas such as; Financial Management Review, Private Income Generation Review etc. 	<p>Folio CEO</p>

FUNCTION		LEADERSHIP
EXECUTIVE TEAM MEMBER WITH OVERALL ACCOUNTABILITY		CEO
STAKEHOLDER	RESPONSIBILITIES	ACCOUNTABLE TO
Folio Trustees	<ul style="list-style-type: none"> • The Trustees will appoint the Chief Executive Officer (CEO). • The CEO will be the Executive Officer on the Board of Trustees. The CEO and Trustees will appoint the Chief Finance Officer (CFO) and the Chief Operations Officer (COO) and Executive Headteachers (EHT). • The CEO will work with the CFO and COO to appoint Shared Service ‘Directors’ but will ensure that all appointments fall inside agreed annual staffing budgets. Appointments which are not within budget must be discussed and approved by the Trust Board. • The CEO will act as a representative for the Trust Board in the appointment of senior positions within Folio Schools such as Headteacher and Deputy Headteacher. • Trustees will run Trust wide internal Leadership Audits when necessary as part of quality assurance and control. This will include equality of responsibilities and pay awards. • Trustees will engage in regular training to ensure they are able to support and challenge the work of the CEO, CFO and COO. • Trustees will engage in regular training to ensure they are able to support and challenge the work of Folio Headteachers and LABs. 	<p>Department for Education (DfE)</p> <p>Education Skills and Funding Agency (ESFA)</p>
Folio CEO CFO/COO/EHT	<ul style="list-style-type: none"> • The CEO will be the Accounting Officer for the Trust and personally accountable to Parliament for the performance of the Trust. • Maintains and performance manages an executive leadership team (CFO / COO / EHT) that is suitably experienced and qualified. • Headteachers, including Executive Headteachers, are appointed and performance managed by the CEO and supported by the Executive Team. • Provides a national voice for the Trust managing reputation and identity with national and regional partners including Ministers, DfE, ESFA, RSC and NSC, Charities Commission, Ofsted, HMRC, Local Authorities, higher education providers and other MATs. • The Executive Team will be responsible for establishing and maintaining an operating model and staffing structure that delivers all of the necessary functions of the Trust effectively, efficiently and affordably. • The Executive Team will be responsible for reporting performance metrics to the Trust Board as and when necessary to evidence the performance of Folio Schools and Folio Shared Services. 	Folio Trust Board
Folio Headteacher	<ul style="list-style-type: none"> • The Headteacher, in consultation with Folio Executive Team and LAB, will appoint the senior leadership team of the School. The CEO or EHT will be involved in the appointment of Deputy Headteachers and on request from Headteachers can be involved in other specific strategic appointments. • The Headteacher is responsible for the line management of the School’s Senior Leadership Team (SLT). • The School Senior Leadership Team will be responsible for establishing and maintaining an operating model and staffing structure that delivers all of the functions delegated to the School effectively, efficiently and affordably. • All staffing must remain within an agreed annual staffing budget. Appointments which may fall outside of the agreed annual budget must be approved by the CEO and CFO (Teaching Staff) COO (Support Staff). • Provides a local voice for the Trust and the School, managing reputation and identity with local and regional partners including the Local Authority, Child Protection Agencies, RSC offices, other Schools and community based groups. 	Folio CEO

	<ul style="list-style-type: none"> ● The Headteacher is responsible for reporting performance metrics to the LAB on a regular basis through LAB Resources and LAB Standards meetings. They must produce six annual Headteacher Executive Summary Reports which will also be made available to the Trust Board. ● The Headteacher is responsible for building (co-constructing with other Folio Headteachers), populating, communicating and delivering an annual Self Evaluation Form (SEF) Summary. ● The Headteacher is responsible for building (co-constructing with other Folio Headteachers), populating, communicating and delivering an annual School Development Plan (SDP) which form part of their appraisal. This will include a set of bespoke KPIs for the School to measure its performance. Impact Statements within the SDP must be completed in December, March and September. ● The Headteacher is responsible for the accurate and fair performance management of all School staff using Folio Appraisal Booklets. This must lead to annual pay award recommendations. ● The Headteacher is responsible for embracing the Folio Talent Management Framework which is to ensure all staff where necessary are given opportunities to experience promoted positions, cross-school collaboration projects and other leadership opportunities. Retention or Honorarium payments must be in line with Folio Pay Policy. 	
<p>Folio Director of Education</p> <p>CEO / EHT</p> <p>CFO</p> <p>COO</p>	<ul style="list-style-type: none"> ● There is currently no Folio Director of Education ● The CFO will line manage the performance of the Director of Finance and their team of Finance Officers. ● The CFO will line manage the Director of Compliance and Data Protection ● The COO will line manage the Directors of the following Shared Service Areas; Catering, HR, IT, Estate Management. ● All members of the Executive Team (CEO, EHT, CFO, COO) provide specialist leadership and operational support to Folio Headteachers to ensure that each school can perform at its best. ● The EHT will support the line management of Folio Headteachers with regards Quality of Education and act as a critical friend for the school advising on school improvement strategies and assisting in the evaluation and development processes. 	<p>Folio COO</p>
<p>Folio LAB</p>	<ul style="list-style-type: none"> ● The LAB will participate in the process of Headteacher appointment and performance management at the request of the Chief Executive. ● The Headteacher will be the executive officer on the LAB and will provide six annual Executive Summary Reports. These will be linked to LAB Resources and LAB Standards. ● The LAB will satisfy itself that the evidence provided by the Headteacher is accurate. The LAB will gain a further insight into school life through regular targeted Lead Advisor visits. These visits will report to the LAB through Lead Advisor Reports. ● Engage in meaningful and regular training so that they can carry out their role as a Lead Advisor. ● Understand how the Folio Governance Model supports them to carry out their role in supporting and challenging the School. ● Carry out regular Lead Advisor visits and produce reports in areas such as; Leadership and Management, LAB, Staff / Parent / Student Voice Surveys etc. 	<p>Folio CEO</p>

FUNCTION		GOVERNANCE
EXECUTIVE TEAM MEMBER WITH OVERALL ACCOUNTABILITY		CEO
STAKEHOLDER	RESPONSIBILITIES	ACCOUNTABLE TO
Folio Trustees	<ul style="list-style-type: none"> Folio Trustees set the Mission, Vision, Values and strategic direction of the Trust ensuring that it supports the Culture & Ethos of all Folio Schools. Trustees will ensure that all Trust wide policy and procedures are reviewed and in place according to statutory compliance. See Trust Compliance Scorecard. Trustees will determine the governance structure for the Trust, approve the Scheme of Delegation and Risk Register. The Trustees will approve key statutory policies and delegate approval of local policy and procedures to the LABs. See Trust Compliance Scorecard for more information. Trustees will run Trust wide internal Governance Audits when necessary as part of quality assurance and control. Trustees will engage in regular training to ensure they are able to support and challenge the work of the CEO, CFO and COO. Trustees will engage in regular training to ensure they are able to support and challenge the work of Folio Headteachers and LABs. 	<p>Department for Education (DfE)</p> <p>Education Skills and Funding Agency (ESFA)</p>
Folio CEO/EHT	<ul style="list-style-type: none"> Supports Trustees in the recruitment and appointment of new Trustees, maintaining a skills audit of Trustee expertise to ensure a balance of relevant expertise at Board level. Produces specific Job Descriptions for Lead Trustees in areas such as Operational Performance, Quality of Education (to include Safeguarding), Financial Management, Inclusion and Welfare (to include SEND), Health and Safety, HR and Staffing. Supports LAB members in the recruitment of new LAB members for approval by Folio Headteachers. Final approval of new LAB members should be an agreement between the CEO, the Headteacher and the Chair of the LAB. The Chair will be appointed following a vote of members of the LAB. The CEO will be responsible for establishing the Scheme of Delegation. Proactively ensures that the Trust Board and its sub-committees have access to all necessary data and information, as and when required, in order to discharge their duties as Trustees in providing overview and scrutiny of the Trust's activities and in holding the Chief Executive to account. Producing regular metrics which outline the performance of all Folio Schools with regards Quality of Education. 	Folio Trust Board
Folio CFO / COO	<ul style="list-style-type: none"> Ensure a Trust Risk Register is in place with regards operational compliance and financial management. Produces regular reports and strategic papers to the Trust Board and LABs to ensure the strategic development of the Trust. To include performance metrics within Folio Shared Services. Attend all Trust Board meetings as required by the CEO. Attend LAB meetings as required by Folio Headteachers. Meeting with Lead Trustees and Lead Advisors as required to conduct deeper evaluation and development of specific areas such as Financial or Operational Management. Ensure the Trust meets the expectations of the Academies Financial Handbook and the Academies Governance Handbook. 	Folio CEO

Folio Headteacher	<ul style="list-style-type: none"> ● Ensures compliance with the Trust’s Scheme of Governance and Scheme of Delegation. ● The School will operate within the policies and procedures set out by the Trustees and those locally approved by the LAB. ● Proactively ensures that the LAB (Resources and Standards) has access to all necessary data and information, as and when required, in order to discharge its duties as LAB members in providing overview and scrutiny of the School’s activities and in holding the School’s Senior Leadership Team to account. ● Contributes to an annual Risk Register for the Trust when considering their School. ● Organises with the support of the Chair of the LAB a cycle of regular Lead Advisor visits to the School to further evaluate and develop specific strategic areas such as Health & Safety, Quality of Education, Personal Development etc. ● Ensures Senior Leadership Team members are fully prepared for all Lead Advisor visits. ● The Headteacher is responsible for reporting performance metrics to the LAB on a regular basis through LAB Resources and LAB Standards meetings. They must produce six annual Headteacher Executive Summary Reports which will also be made available to the Trust Board. 	Folio CEO
Folio Director of Compliance and Data Protection Folio Senior Governance Administrator	<ul style="list-style-type: none"> ● Liaises with the ESFA and Charities Commission to ensure that the Trust’s governance structure is clear, compliant and effective. ● Ensures the meetings of the LABs are fully supported and appropriately clerked and organised. ● Signposts and records opportunities for the training of LAB members and Trustees. ● Ensures that meetings of the Trust Board and their sub-committees are fully supported and appropriately clerked and organised. ● Maintains a policy review schedule and ensures all policy owners are notified in due course of review dates. See Trust Compliance Scorecard. ● Ensures the Trust meets the expectations of the Academies Financial Handbook and the Academies Governance Handbook. ● Ensures LABs and the Trust Board are fully informed of all FoI requests, GDPR, Data Protection breaches and matters related to compliance. ● Ensures there are accurate records kept of all LAB and Trust Board meetings through accurate Minutes and Action Tables. 	Folio CEO
Folio LAB	<ul style="list-style-type: none"> ● The LAB sets the values and strategic policy of the School along with the Headteacher. This is within the limits established by the Scheme of Delegation. ● LAB Chair ensures that those appointed as LAB members have the requisite skills to challenge the Senior Leadership Team of the School and to ensure Folio Scheme of Governance is adhered to. ● Supports and contributes to the induction of LAB members. ● The LAB will determine local policies not set by Trustees. See Folio Compliance Scorecard. ● Engage in meaningful and regular training so that they can carry out their role as a Lead Advisor. ● Understand how the Folio Governance Model (Scheme of Governance) supports them to carry out their role in supporting and challenging the School. ● Carry out regular Lead Advisor visits and produce reports in areas such as; Health & Safety Review, Quality of Education Review, Financial Management Review, Personal Development Review, Behaviour Review etc. ● Ensure all LAB Members adhere to the Folio Governance Code of Conduct 	Folio CEO



Specific Scheme of Delegation

July 2019

Folio Central Services Executive Values:

We are guided with the interests of young people in mind and for the good of Folio.

We are there in service for the whole organisation.

We are committed to open, honest debate to ensure all perspectives are considered in our decision making.

We are always present and support each other.

Function	Delegated Authority
Governance	
Determine the Scheme of Governance / Folio Governance Model	Trust Board
Determine the Scheme of Delegation	Trust Board
Determine Terms of Reference for Trust Board and all LABs, Articles of Association and any amendments	Trust Board
To consider whether or not to exercise delegation of functions to individuals or committees	Trust Board
Approve all Trust-wide policies. See Trust Compliance Scorecard	Trust Board
Delegate all other Policies and Procedures to LABs. See Trust Compliance Scorecard.	LAB

Finance (see Appendix A for greater detail)	
Approval of annual revenue and capital budgets	Trust Board
Approval of property and fixed asset maintenance financial plan	Trust Board
Approval of budgeted staff establishment	Trust Board
Monitoring of income and expenditure results	Trust Board
Approval of accounting policies Approval of financial accounts Approval of statement of internal control	Trust Board
Approval of Finance Manual Opening of bank accounts	Trust Board CFO

HR (See Appendix B for greater detail)	
Appointments/dismissals	Appendix B
Creation of new roles	CEO/Trust Board
Approve annual recommendations on salary within Trust Executive Team	Trust Board
Recommend School specific staff salaries to the Trust Board	Headteacher
Determination of CEO's / CFO's / COO's salary and pay progression	Trust Board
Approving Employment Policy e.g. Appraisal & Capability, Grievance & Disciplinary, Staff Absence etc.	Trust Board
Monitoring Staff Appraisal, Staff Absence (School)	LAB
Monitoring Staff Appraisal, Staff Absence (Central Trust)	Trust Board

Educational and Shared Services Operations	
Establish the overarching Folio Education Trust Strategic Plan for Catering, IT, HR, Estate Management Services	COO
Establish the overarching Folio Education Trust Strategic Plan for Financial Management Services.	CFO
Establish the overarching Folio Education Trust Strategic Plan for Quality of Education.	CEO / EHT
Approve the Folio Education Trust Strategic Plan	Trust Board
Establish Curriculum Policy	LAB
To set and publish targets for student outcomes – SDP KPIs	CEO
To understand and be satisfied with evidence supporting educational outcomes	LAB
Approve arrangements for collective worship, sex education etc.	LAB
Approve Business Continuity Plan	Trust Board
Recommend Admissions Arrangements	LAB
Approve Admissions Arrangements	Trust Board

Compliance	
To ensure statutory policies are maintained (Compliance)	Trust Board
To implement statutory and Trust-wide policies	CEO
To understand the evidence supporting the level of exclusions in each school	LAB
To consult annually before setting Admissions Arrangements	LAB
Ensure all Folio Schools have Health & Safety Policy in place (See below)	Trust Board
Ensure Health & Safety Policy is in place, regularly reviewed and stress tested – e.g. Fire Evacuation, Lock Down, Critical Incident Policy, Business Continuity Plan, Educational Visits Policy.	LAB
Ensure regular Health & Safety Audits are completed.	COO
Ensure recommendation from external or internal Health & Safety Audits are carried out	LAB
To challenge evidence provided to ensure pupil statutory needs are being met	LAB

Appendix A: Finance

N.B. – This section is taken from the Folio Financial Scheme of Delegation.

Summary of Financial Authorisation Levels

Delegated Duty	Value	Delegated Authority	Method
Ordering Goods and Services (raising requisitions)	Up to £2,500	Senior Line Manager in control of Budget area	Orders must be placed on an official order form.
	£2,500 - £10,000	CEO / Headteacher	At least one written quote
	£10,001 to £35,000	CEO, Chair of The Trust	At least three written quotes
	£35,001 + above	Trust Board	Formal tendering process
Signatories for cheques, BACS payment authorisations and other bank transfers	Any	Two signatories from <ul style="list-style-type: none"> ● CEO ● CFO ● COO 	
Virement of budget provision between budget heads	Up to £3,000	CEO / Headteacher	
	£3,001 to £10,000	CEO and Lead Trustee for Finance	
	£10,001 + above	Trust Board	

Disposal of fixed assets	Up to £5,000	CEO / Headteacher	Refer to Academies Financial Handbook
	Over £5,000	Trust Board	
	Disposal of freehold land and buildings	EFA	
Finance lease on any class of asset for any duration	Any – as this represents borrowing	Secretary of State via the EFA	
Operating lease (that do not involve borrowing)	Any up to £35k	CEO and Lead Trustee for Finance, Board notified at next meeting.	
	Above £35k Transactions relating to land & buildings	Trust Board EFA	
Write-off of bad debts and losses; entering into guarantees, indemnities or letters of comfort (excludes borrowing)	Up to 1% of total annual income per single transaction, or Cumulatively 5% of total annual income	CEO & Lead Trustee for Finance	Refer to AFH for further detail.
Instances of fraud or theft	All	Notify Trust Board	
	Above £5k Over the above limits	Notify the EFA Secretary of State via the EFA	Refer to AFH

Borrowing	Via bank / sponsor loan / overdraft	EFA	
Staff severance payments and compensation	Up to £50,000 NB all to be declared in the Accounts	Trust Board	Refer to AFH. Does not apply to dismissal for gross misconduct or poor performance.
	Over £50,000	EFA	Refer to AFH. Does not apply to dismissal for gross misconduct or poor performance.
Ex gratia payments	Any	EFA	
Disposal or acquisition of a freehold on land or buildings	Any	Secretary of State approval required + LA if leasehold	
Granting any leasehold or tenancy agreement on land or buildings for any period of time	Any	Secretary of State approval required	
Taking any leasehold or tenancy agreement on land or buildings for more than seven years	Any	Secretary of State approval required	
Novel or contentious payments	Any	EFA	Refer to AFH.

Raising invoices to collect income	Up to £10,000	CFO	
	£10,000+	CEO / Headteacher	

Appendix B: HR

Appointments

All appointment panels must contain at least one member who has undertaken Safer Recruitment Training. Changes to staffing establishments must be approved by CEO / CFO / COO.

CEO	Trust Board
EHT, COO, CFO	CEO/ Headteacher
Headteacher	CEO / Chair of LAB
Heads of functions eg HR, IT, Estates	CEO / COO / CFO
Deputy Headteachers	CEO / Headteacher
Assistant Headteachers	Headteacher
Subject Leaders / Head of Faculty / Year Leaders	Headteacher
TLR Posts	Headteacher
All other teaching posts	Headteacher
All school support staff posts	Headteacher
Folio Central Services posts	COO / CFO / Director of Function

N.B. – All staff appointments must be within annual budget approved by Trust Board. If necessary appointments move beyond annual agreed school budget the CEO / CFO / COO approval required. If Central Trust Executive appointments move beyond annual agreed budget then Trust Board approval required.

Disciplinary & Grievance / Capability Cases and Dismissals

For all disciplinary cases and dismissals the following delegation model shall apply:

N.B.- All disciplinary hearings or appeals always require at least two members of the panel to be determined by the role with delegated authority. If in doubt, please contact your HR Advisor for advice.

- Disciplinary & Grievance
- Capability (professional competence)
- Ill Health capability
- Redundancy (the Board will have determined that there is a redundancy situation)
- Some other substantial situation

Post	Delegated Authority	Appeal
CEO	Trust Board	Trust Board
EHT, COO, CFO	Trust Board	Trust Board
Headteacher	CEO	Trust Board
Deputy Headteacher and SLT Members	Headteacher	LAB
All other School posts	Headteacher	LAB
Heads of function – Directors of Function	COO / CFO	Trust Board
Staff within Central Services	COO / CFO	LAB or Trust Board

Other Employment Matters

For clarification on employment matters Folio Trust Executives (CEO, CFO and COO) and Folio Headteachers must consult Trust Policy:

- Folio Pay Policy
- Folio Appraisal & Capability Policy
- Folio Staff Absence Policy
- Folio Disciplinary & Grievance Policy

Employment matter	Delegated Authority	Appeal
Approval of or Extension of Probation (School Teaching Staff)	Headteacher / CEO (Secondary) Headteacher / EHT / CEO (Primary)	LAB
Approval of or Extension of Probation (School Support Staff)	Headteacher / COO / CFO	LAB
Approval of or Extension of Probation (Central Trust Staff)	CEO / CFO / COO	Trust Board
TLR provision / structure	Headteachers / CFO / CEO	Trust Board
Leadership Pay Ranges / Structure	Headteachers / CFO / CEO	Trust Board
Heads of Central Trust function – Directors / Structure	COO / CFO / CEO	Trust Board
Approval of Recruitment / Retention / Honorarium Payments (School staff)	Headteachers / CFO / COO / CEO	LAB
Approval of Recruitment / Retention / Honorarium Payments (Central Trust staff)	CFO / COO / CEO	Trust Board
Recommendations for annual Remuneration (School Staff Appraisal)	Headteachers	LAB
Moderation of Appraisal and Approval of annual Pay Awards (excluding CEO / CFO / COO)	CEO (Trust RemCo.)	Trust Board
Approval of CEO / CFO / COO Pay Awards	Trust Board RemCo.	Trust Board

Signature on Letters of Appointment	Delegated Authority
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N.B. - Contract templates cannot be edited without approval from the Folio Director of HR

CEO	Chair of Trust
EHT, COO, CFO	CEO
Headteacher	CEO
All other School posts	Headteacher
All Central Team posts	CEO
Collective agreements	CEO
Teachers Pay – Threshold / Upper Pay Scale	Headteacher