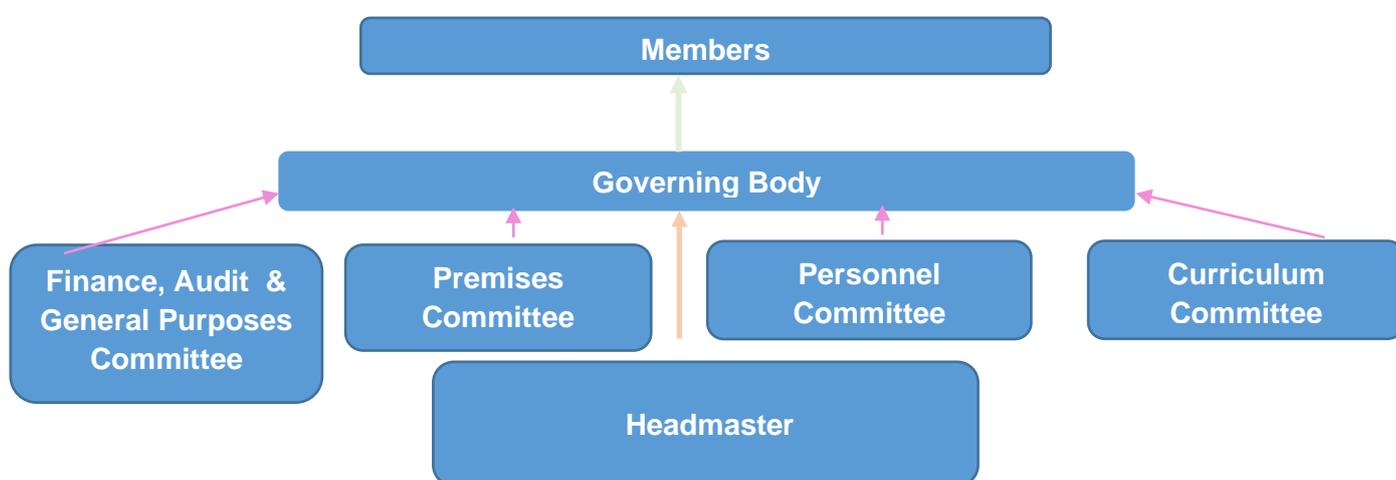




Richard Challoner Academy Trust - Scheme of Delegation

The Scheme of Delegation provides a schedule to distinguish between matters reserved for the approval or advice and support of Trustees, Members, Individuals (with a responsibility) or the Headmaster / SLT of the Richard Challoner Academy Trust.

Governance structure of the Richard Challoner Academy trust



The main Committees meet twice per term, whilst the Admissions Committee and Discipline Committee meet when required.

The Scheme of delegation forms the basis of lines of delegation for the Richard Challoner Academy Trust it should be read in conjunction with the following current documents:

- Committees Terms of Reference (ToR)
- Delegation of Financial Authority letters to the Premises and Personnel Committees.
- Richard Challoner Academy Trust - Articles of Association and Memorandum
- Richard Challoner Academy Trust - Funding Agreement with the Secretary of State for Education
- Richard Challoner Financial Operations Handbook

Governance structure and lines of accountability

The Governing Body (academy trust board of trustees) delegate responsibility for the day to day running of the academy to the Headmaster. The Governing Body will hold the Headmaster to account for the performance of the academy. The Headmaster in turn holds other members of the senior leadership team to account by line managing them. While the Governing Body cannot ever delegate its accountability, it can delegate some of the detailed scrutiny, oversight and decision making.



The Headmaster will report to the Governing Body on the performance of the academy, although this will be supplemented by the monitoring of trust board committees and individual trustees with any delegated responsibilities.

The Headmaster is performance managed by a panel of Trustees.

Roles and responsibilities

The role of the members

The members of the trust have a different status to that of the Trustees. Originally they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of association (a document which outlines the governance structure and how the trust will operate). The articles of association will also describe how members are recruited and replaced, and how many of the trustees the members can appoint to the trust board. The members appoint Trustees to ensure that the trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Governing Body submits an annual report on the verbal and financial performance of the trust to the members. Members are also responsible for approving any amendments made to the trust's articles of association.

While members are permitted to be appointed as Trustees, in order to retain a degree of separation of powers between the members and the trust board, and in line with DfE expectations, not all members should be Governors. The DfE has amended the model articles to state that members are not permitted to be employees of the academy trust.

The role of the Trustees

The academy trust is a charitable company and so Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors.

The Trustees are responsible for the general control and management of the administration of the trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of the trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive to account for the educational performance of the trust and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent



The Governing Body has the right to review and adapt its governance structure at any time which includes removing delegation.

The Governing Body is responsible for ensuring that high standards of corporate governance are maintained. It should exercise its powers and functions with a view to fulfilling a largely strategic leadership role in the running of the school, addressing such matters as:

- To providing a long-term strategy for the school by ensuring clarity of vision and setting the ethos and aims of the school.
- Developing and agreeing the Strategic Development Plan (SDP) and monitoring progress against the SDP.
- Appointing and holding the Headmaster to account for the educational performance of the trust, its students and the performance management of staff.
- Performance review for the Headmaster and approve the HT pay award.
- Ensuring that money is well spent through monitoring the implementation of the procurement and best value policies.
- Overseeing the financial performance, financial management and probity of the school.
- Managing conflicts of interests.
- Ensuring compliance with legal requirements and that all statutory duties are met; including health and safety, employment law, the Admissions Code. To ensure that the school website is compliant.
- To Safeguard the welfare for the Governing Body, Headmaster and other school staff
- Ensuring statutory and non-statutory policies where required are in place and reviewed.
- Determining the admissions arrangements annually.
- Establishing and maintaining a transparent system of prudent and effective internal controls.
- Monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon.
- Helping the school be responsive to the needs of parents and the community and making it more. accountable through consultation and reporting.
- Setting the school's mission statement, standards of conduct and values.
- Assessing the Risk Register.
- Setting school term dates.
- Hearing appeals against complaints, exclusions, pay, capability/disciplinary/grievance issues.

The role of the Committees

The Trustees may establish committees to carry out some of its governance functions. The membership (there must be at least three Trustees) and responsibilities of the committees are set out in the committee's terms of reference. It is usual for the Governing Body to appoint board committee chairs and committee members according to their skills.

The Academies Financial Handbook 2016 makes it clear that the board of trustees should have a Finance Committee to which the board delegates financial scrutiny and oversight'. The school has an Audit Committee amalgamated within the Finance, Audit and General Purposes Committee.



The role of the Headmaster

The Headmaster has the delegated responsibility for the operation of the trust.

The Headmaster is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The Headmaster leads the senior leadership team (SLT) of the academy trust. The Headmaster will delegate management functions to the SLT and is accountable to the Governing Body for the performance of the SLT.

Taking Urgent Decisions - The role of the Chair of Governors

The Governing Board acknowledges that there may be circumstances where an urgent decision needs to be taken but it is not possible to convene a meeting of the governing board, or hold a quorate meeting. This is more likely in the current climate when personal and family circumstances may be extremely challenging in a lockdown health pandemic. Clearly it is best for all decisions to be taken collectively by the governing board. This should be possible as a protocol is in place for the board to hold virtual meetings.

In cases of urgency where a delay would be likely to be seriously detrimental to the interests of the school, the Governing Board delegates decision to the Chair of Governors. The urgency is to be raised to the Chair of Governors through the Clerk and all approvals by the Chair are to be communicated to the Governing Board. These functions do not extend to approving the budget, the suspension of Governors, staffing structure, salaries and excluding pupils except in cases of urgency.



Key

Level 1: Members

Level 2: Academy trust board of trustees

Level 3: Board Committee

Level 4: Individual trustee / School Business Manager / Clerk

Level 5: Senior Leadership Team (SLT)

A Provide advice and support to those accountable for decision making



Area	Decision	Delegation				
		Members	Governing Body	Committee	Individual School Business Manager/ Clerk	Headmaster / SLT
Governance framework						
	Members: Appoint/Remove	✓				
	Trustees: Appoint/Remove	✓	✓			
	Role descriptions for members	✓				
	Role descriptions for trustees/chair/ specific roles/committee members: agree		✓	A		
	Parent trustee: elected		✓			
	Committee chairs: appoint and remove		✓	A		
	Clerk to board: appoint and remove		✓			
	Articles of association: agree and review	✓	A	A		



Area	Decision	Delegation				
		Members	Governing Body	Committee	Individual School Business Manager/ Clerk	Headmaster / SLT
Systems and structures	Governance structure (committees) for the trust: establish and review annually		✓	A		
	Terms of reference for trust committees (including audit if required, and scheme of delegation): agree annually		✓	A		
	Skills audit: complete and recruit to fill gaps		✓			
	Annual self review of trust board and committee performance: complete annually		✓			
	Trustee contribution: review annually					✓
	Succession: plan		✓	A		
	Annual schedule of business for trust board: agree		✓	A		A
Reporting						
Reporting	Trust governance details on trust website: ensure		✓	A	Clerk	A



Area	Decision	Delegation				
		Members	Governing Body	Committee	Individual School Business Manager/ Clerk	Headmaster / SLT
	Register of all interests, business, pecuniary, loyalty for members/trustees: establish and publish		✓		Clerk	
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	Finance A		
	To determine whether to publish a home school agreement (not statutory)			✓		✓
	Overall responsibility for ensuring that statutory requirements for information published on the school website, including required details of governance arrangements, performance, financial and equality data are met		✓	A	A Clerk / A School Business Manager	A
	To publish and update at least annually a SEN information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014)		✓	✓		✓



Area	Decision	Delegation				
		Members	Governing Body	Committee	Individual School Business Manager/ Clerk	Headmaster / SLT
Being Strategic						
Being Strategic	Determine trust policies which reflect the trust's ethos and values including: admissions; expenses; data protection and FOI; SEN, safeguarding and child protection and curriculum, : approve		✓	A	A	A
	Determine trust staffing policies which reflect the trust's ethos and values including appraisal, capability, discipline, conduct and grievance: approve		✓	A	A	A
	Determine trust policy for complaints, health and safety, accessibility plan, premises management, data protection and FOI: approve		✓	A	A	A
	Establish trust policy for sex education, careers guidance		✓	A		✓
	Determine a behaviour and discipline policy that promotes good behaviour among pupils and defines the sanctions to be adopted where pupils misbehave		✓	A		✓
	To draft content of school behaviour policy and publicise it to staff, students and parents.					✓



Area	Decision	Delegation				
		Members	Governing Body	Committee	Individual School Business Manager/ Clerk	Headmaster / SLT
	To annually determine admission arrangements and to carry out consultation where changes are proposed, or where the governing board has not consulted on their arrangements in the last seven years.		✓	A		
	Ensure a broad and balanced curriculum is in place		✓	A		A
	To set the times of school sessions and the dates of school terms and holidays		✓	A		A
	Agree enrichment/extra-curricular offer including any additional services required		✓	✓		A
	Imbed agreed curriculum and enrichment offer within the day to day operation of the academy trust					✓
	To establish and agree a Pay policy		✓	✓	A	A
	Management of risk: establish register, review and monitor		✓	A	A	A
	Engagement with stakeholders	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓	A		A



Area	Decision	Delegation				
		Members	Governing Body	Committee	Individual School Business Manager/ Clerk	Headmaster / SLT
	Headteacher: Appoint and dismiss		✓			
	To decide whether to join or form a multi-academy trust		✓			
	Preparation of Annual Budget to support delivery of trust key priorities in line with SDP and strategic plans:				School Business Manager	A
	Preparation of 3-Year Financial Plan to support delivery of trust key priorities in line with SDP and strategic plans:				School Business Manager	A
	To agree the annual Budget and 3- year financial plan: agree		✓	✓		
	Submit (balanced) annual budget to the EFA within prescribed time limit				School Business Manager	
	Academy staffing structure: agree		✓	A		A



Area	Decision	Delegation				
		Members	Governing Body	Committee	Individual School Business Manager/ Clerk	Headmaster / SLT
	Appoint teaching staff		A	A		✓
	Appoint non-teaching staff		A	A		✓
Holding to account						
Holding to account	Auditing and reporting arrangements for matters of compliance (eg safeguarding, H&S, employment): agree		✓	A	A	A
	To produce and maintain a central record of recruitment and vetting checks				A	A
	To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the <i>Prevent</i> duty into the child protection policy		✓	A	A	A



Area	Decision	Delegation				
		Members	Governing Body	Committee	Individual School Business Manager/ Clerk	Headmaster / SLT
	Reporting arrangements for progress on key priorities: agree		✓	✓		A
	Performance management of the Principal: undertake		✓		✓	
	Performance management of staff: undertake					✓
	Establish and review procedures for addressing staff discipline, conduct and grievance		✓	✓		
	Trustee monitoring: agree arrangements		✓	A		
	To review all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in a term of would lose the opportunity to sit a public examination			Discipline		
	To ensure that health and safety regulations are followed		✓	✓		✓



Area	Decision	Delegation				
		Members	Governing Body	Committee	Individual School Business Manager/ Clerk	Headmaster / SLT
	Ensure that school lunch nutritional standards are met					✓
	Maintain a register of pupil attendance					✓
	To ensure provision of free meals to those pupils meeting the criteria, including Universal Infant Free School Meals (if applicable)					✓
Ensuring financial probity						
Ensuring financial probity	Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	A		A
	Trust's scheme of financial delegation: establish and review		✓	A	School Business Manager	A
	External auditors' report: receive and respond		✓	A		A



Area	Decision	Delegation				
		Members	Governing Body	Committee	Individual School Business Manager/ Clerk	Headmaster / SLT
	Headmaster pay award: agree		✓			
	Staff appraisal procedure and pay progression: monitor and agree		✓	A		A
	Benchmarking and academy trust value for money: ensure robustness		✓	A		
	Develop trust procurement strategies and efficiency savings programme			✓		
	To approve the first formal budget plan each financial year		✓	✓		
	To agree annual action plans and monitor how school premiums are spent (i.e. PE and sports premium, Year 7 numeracy and maths catch up premium, service premium and the pupil premium)		✓	✓		



Area	Decision	Delegation				
		Members	Governing Body	Committee	Individual School Business Manager/ Clerk	Headmaster / SLT
	To establish and agree charging and remissions policy		✓	✓		
	Buildings insurance and personal liability		✓			

Scheme of Delegation – Next Review - September, 2020

Cycle of review – Annual

The Scheme of Financial Delegations is set out in the Richard Challoner School Finance and Operations Handbook.