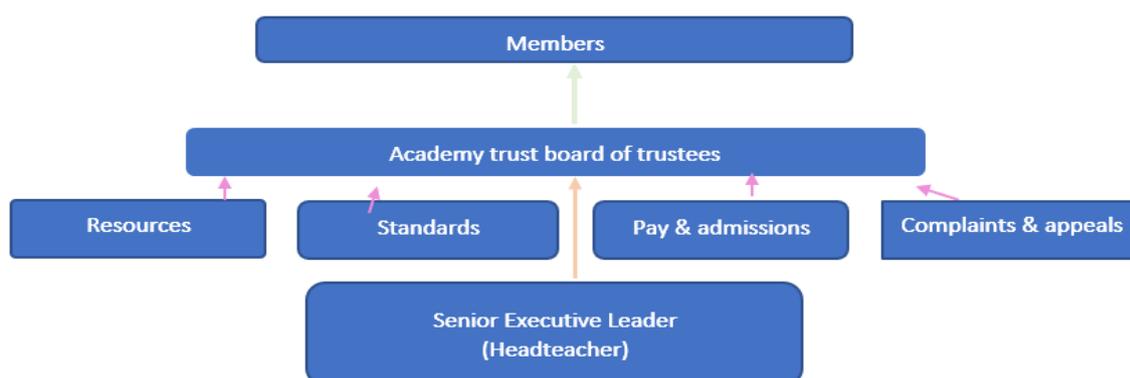


## Kings Norton Girls' School: Scheme of Delegation

Revised Articles of Association were adopted in July 2019, this document specifies the regulations for a company's operations and defines the company's purpose. The document lays out how tasks are to be accomplished within the Governing Body, describing how the trust will be governed including the process for appointing members and trustees and voting rights.

This document sets out to explain the working systems and procedures of the Trust, its Governing Body and the devolved responsibility for the Headteacher for the next academic year. At the end of the year the Trust will review how this approach has worked. The Scheme of Delegation (SoD) is therefore a key document defining which functions have been delegated and to whom. It is a systematic way of ensuring members, trustees, committees and individuals are clear about who has responsibility for making which decisions in the trust.

### 1. Structure of our governance



As at 21<sup>st</sup> October 2019 there are 13 individuals in our governance structure (there is a vacancy for a parent governor; when appointed this individual will hold the role of trustee).

**Members:** 5 in total; 2 of which hold the role of both member and trustee

**Trustees:** 10 in total; 2 of which hold the role of both member and trustee.

2 trustees are parents (1 vacant post) and 2, excluding the Headteacher are employees/staff governors (our Articles of Association state that employees should not make up more than a third of our trustees).

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

The Headteacher will report to the board 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 Headteacher is performance managed by the trust board.

## **2. Role and definition of Members**

Members are the guardians of the governance of the trust having a limited and distinct role. Members hold the trust board to account for the effective governance of the trust; members themselves have a minimal role in the actual running of the trust. It is the trust board, not the members, who are the key decision makers. Members conduct this work in a hands-off manner, through monitoring the work of the trust. Members are responsible for the appointment of trustees.

Members, in essence ensure the success of the trust, focussing on:-

- Outcomes – are students in the trust making expected progress and reaching expected levels of attainment?
- Financial oversight- is the trust spending public money wisely?

Members meet at least once per year (AGM); meetings are clerked and minuted, with minutes approved and signed.

Members appoint and have the power to remove the independent auditors. Auditors certify whether the accounts present a true and fair view of the trust's financial performance and position. There is no particular right reserved for members to see minutes of trustee meetings however, they can ask to see approved versions of trustees' minutes to be sent to them as a matter of course in order to assist with their consideration of the effectiveness of the trustee board. Before hearing from the co-chairs of the trust board at the AGM, members should consider the questions they will ask in order to ascertain how the trust board is performing such as:-

- Does the trust board reflect the ethos and values of the trust?
- Is the trust board effectively fulfilling the 3 core governance functions?
  - Is there a clear vision for the trust and is progress being made against the strategic aims being pursued to realise the vision?
  - Are senior leaders being held to account for the performance of the trust?
  - Is financial oversight sound?
- How well does the trust board know the school and how are the needs of the school being met?
- Has the trust board reviewed its own performance and have members received a copy?
- Are the right people around the table and are there any skills gaps?
- How engaged are stakeholders and is this reflected in the reputation of the trust?
- Is there evidence to show that the objectives of the trust are being met and that the governance of the trust is effective?

Members receive a copy of the signed Annual Accounts and Report at the AGM where this is presented to them. It is the trustees that sign-off the accounts and report.

Members sign the Articles of Association.

Members do not tell trustees how to run the trust, attend trust meetings (unless they are also a trustee), or set the trust's agendas and/or priorities.

### **3. Role of 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:

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

The board of trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

Trustees have the ultimate responsibility for directing the affairs of the trust, they have a duty to ensure compliance, care and prudence.

### **4. The role of Trust Board Committees**

The trustees may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the trust board. The Academies Financial Handbook makes it clear that the board of trustees should have a finance committee to which the board delegates financial scrutiny and oversight.

Trustees at KNGS are split between attending one of two committees Resources Committee and Standards and Curriculum Committee. Responsibilities of our board committees are set out in the committee's terms of reference which are reviewed annually. Both committees meet 5 times per year. The committees receive written reports, the following is an overview:-

#### **Standards Committee**

- Key progress indicators on the SDP.
- Self-review updates.
- Updated attainment and performance data throughout the year, in line with data drops for all key stages and public examination outcomes.
- Educational standards and curriculum updates.

- Safeguarding updates, audit of the Single Central Record and annual submission of Section 175 audit.
- Behaviour, attendance and student well-being.
- SEND report.
- Continued Professional Development report.
- Sixth form updates

### **Resources Committee**

- Business Manager Report includes current financial position, changes noted in the Academies Handbook, procurement, audit and returns, HR, premises, sixth form updates, CIF bids, IT updates, health and safety, staff well-being and GDPR.
- Budget and 3 year projection.
- Responsible Officer reports, termly.
- Headteacher updates relating to staffing and performance management.
- Events and visits.
- Sixth form updates.

### **Reports across both committees**

- Governor link reports detailing visits relating to faculty link roles and specific roles held including safeguarding, health and safety, SEND, sixth form, anti-bullying, pupil premium, CIEAG and GDPR.

The committees are attended by trustees and perform a number of duties in line with the Committee Terms of Reference which are reviewed annually (refer to these documents for further information). The following is an overview of their many duties:-

- Review and ratification of policies.
- Pay committee.
- Admissions committee.
- Request information and action from SLT, holding them to account for the quality of curriculum provision and standards.
- Ensure that Pupil Premium funding and year 7 catch up funding are being utilised to raise standards.
- Overseeing inclusive and child safeguarding practices.
- Working parties for specific projects or linked to monitoring aspects of the SDP.

## **5. The role of the Senior Executive Leader (Headteacher)**

The Headteacher has the delegated responsibility for the operation of the trust. The Headteacher 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 Headteacher leads the senior leadership team of the academy trust and will delegate management functions to the SLT and is accountable to the trust board for the performance of the SLT.

Co-chairs meet monthly with the Headteacher to discuss the following: -

- Budget
- Progress on standards and results of monitoring and evaluation
- SLT well-being.
- Staff well-being.
- Any significant issues at strategic level.
- Community feedback.
- Communication.

## **6. AGM**

It is the trustees, not the members, who determine the time and place of the AGM.

### **Who can attend an AGM?**

Attendance at the AGM is an expectation placed upon all members. In order for an AGM to go ahead, at least two members will need to attend. Trustees cannot count toward quorum but are entitled to attend and speak at the AGM, for example to put a case forward to demonstrate how the trustees are fulfilling their governance functions on behalf of the trust as a whole. The senior executive leader (Headteacher) and finance director (Business Manager) should also attend.

### **The purpose of the AGM**

The audited accounts and annual report are formally received at the AGM. The AGM is the opportunity for members to hear from the trust board and the Headteacher about progress made during the last year as well as plans for the future. The members can – and should – question both the progress and future plans at these meetings, as this will inform their own assessment of the governance of the trust and the ability of the trust board to achieve the trust's charitable object.

A typical AGM agenda is likely to include:

- a. Minutes of the previous AGM
- b. Audited annual accounts for members to receive. This should include the annual report on performance over the last year in terms of meeting the charitable objective of the trust and the vision, financial and educational performance of the trust
- c. Major plans/outlook for the year ahead including plans for growth
- d. Appointment/Re-appointment of auditors
- e. Other potential items that may be covered include the appointment and removal of trustees or members and amendments to the articles of association (if any are being proposed), but these are not necessarily items that would be taken to the AGM.

### **Voting at AGMs**

Members can vote on resolutions in a number of ways.

- By a show of hands, unless a poll is called for.
- A poll can be called for either by the chair, two members with voting rights or by member(s) representing at least 10% of those with voting rights.

There are two different types of resolution:

- a. Special resolutions which require approval by at least 75% of the members. With a 'special resolution of the members', it is not classed as a 'special resolution' unless the notice of the meeting specifically includes the text of the resolution with the intention to propose the resolution as a special resolution. Once the notice of the meeting has been specified as such, the resolution may only then be passed as a special resolution. Special resolutions are a change of name, changes to the articles of association, the appointment of members and any resolution required by the articles to be a special resolution.
- b. Ordinary resolutions which require a simple majority. Anything which is not classed as a special resolution.

## 7. Scheme of Delegation Key

<b>Level</b>	
1	Members
2	Academy trust board of trustees
3	Board committee
4	Individual Trustee
5	Headteacher
Blue Box	<b>Function cannot</b> be carried out at this level
✓	Action to be undertaken at this level
<b>A</b>	Provide advice and support to those accountable for decision making
<>	Direction of advice and support

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader
Governance framework						
People	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		✓			
Systems and structures	Articles of association: agree and review	✓	<A	<A		
	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		✓			

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader
	Chair's performance: carry out 360 review periodically		✓			
	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	<A	<A
	Register of all interests, business, pecuniary, loyalty for members/trustees: establish and publish		✓	<A		
	Annual report on performance of the trust: submit to members and publish		✓	<A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<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	<A

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader
	To publish and update at least annually a SEN information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014)		✓	✓		✓
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
	Determine trust staffing policies which reflect the trust's ethos and values including appraisal, capability, discipline, conduct and grievance: approve		✓	<A		<A
	Determine trust policy for complaints, health and safety, accessibility plan, premises management, data protection and FOI: approve		✓	✓		<A
	Establish trust policy for sex education, careers guidance					✓
	Determine a behaviour and discipline policy that promotes good behaviour among pupils and defines the sanctions to be adopted where pupils misbehave		✓	<A		<A
	To draft content of school behaviour policy and publicise it to staff, students and parents.					✓
	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		

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader
	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		✓			
	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		✓	✓		
	Management of risk: establish register, review and monitor		✓	<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
	Principal: Appoint and dismiss		✓			
	To decide whether to join or form a multi-academy trust		✓			
	Budget plan to support delivery of trust key priorities: agree		✓	<A		
	Academy staffing structure: agree		✓	<A		<A
	Appoint teaching staff		A>			✓
	Appoint non-teaching staff					✓

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader
<b>Holding to account</b>						
<b>Holding to account</b>	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					✓
	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
	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		
	Determine the time and place of the AGM		✓			

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader
	To review all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in a term or would lose the opportunity to sit a public examination.			✓		
	To ensure that health and safety regulations are followed					✓
	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)					✓
<b>Ensuring financial probity</b>						
Ensuring financial probity	Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	<A		
	Trust's scheme of financial delegation: establish and review		✓	<A	<A	<A
	External auditors' report: receive and respond		✓	<A		<A
	Principal pay award: agree		✓			
	Staff appraisal procedure and pay progression: monitor and agree		✓	<A		<A

Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader
	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		✓	<A		
	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)		✓	✓		
	To establish and agree charging and remissions policy		✓	✓		
	Buildings insurance and personal liability		✓			