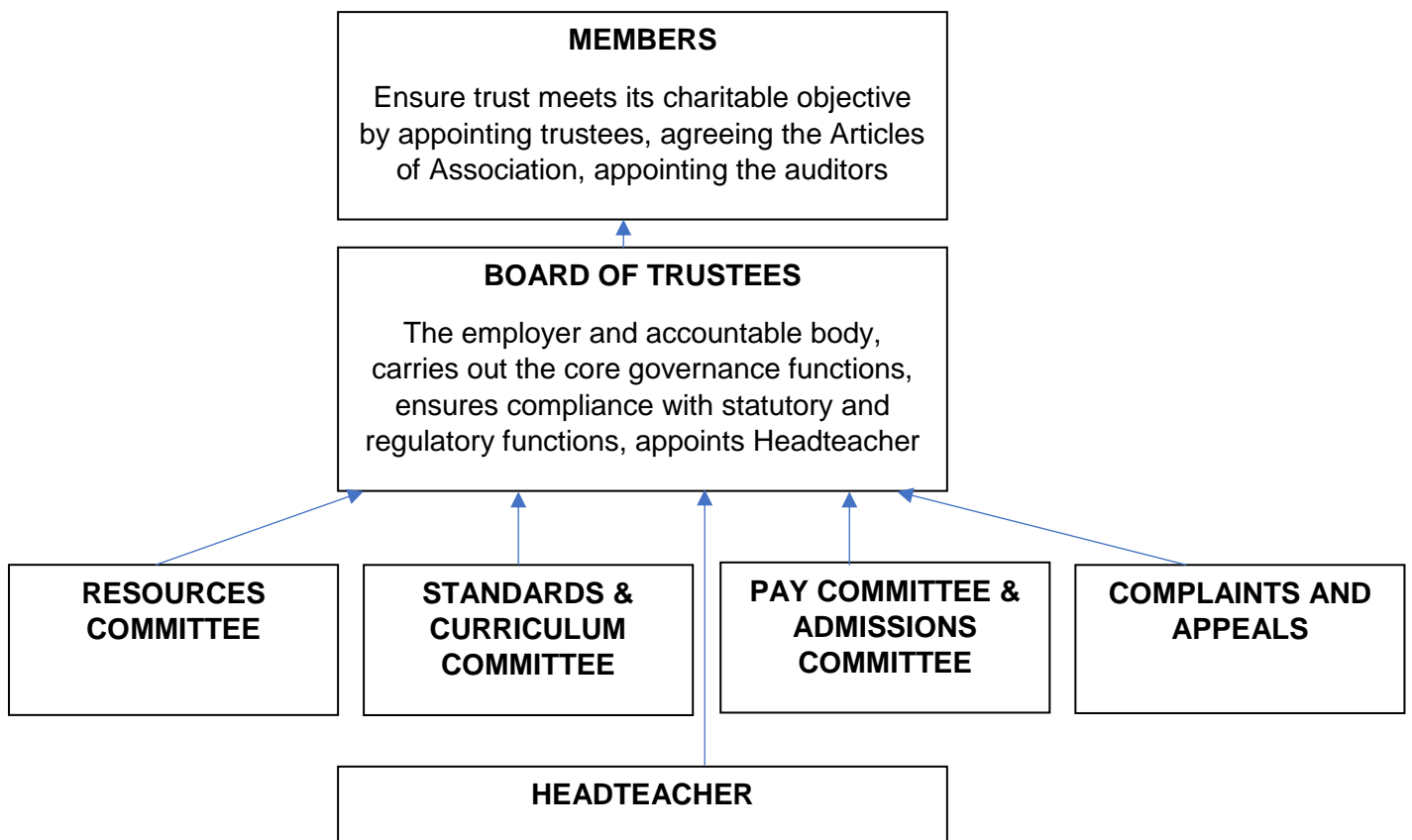


Kings Norton Girls' School: Scheme of Delegation 2024 - 2025

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 by the Board of Trustees, 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 its Board of Trustees and the devolved responsibility for the Headteacher / Accounting Officer 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 6th September 2024 there are 17 positions within our governance structure (there are currently two vacancies in our structure, both are for member appointed trustees).

Members: 5 in total; 1 of which holds the role of both member and trustee

Trustees: 13 in total; 1 of which holds the role of both member and trustee.

2 trustees hold parent governor roles and 1, 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 remaining trustees are member appointed (up to 10 member appointed trustees are allowed in the structure) 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 (Accounting Officer) 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 (Accounting Officer) will report to the board of trustees 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 and must ensure it carries out its charitable objective. Members have a limited yet 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. All members have access to a shared, secure Governor area and are able to access records of meetings held. Before hearing from the chair 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?

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- 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 (within the terms of the Companies Act 2016).

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 four 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
- Ensure the voices of stakeholders are heard.

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 Trust 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. 2 additional committees meet and are attended by the Chair of Governors and the Chair of the Resources and Standards and Curriculum Committee. The Admissions Committee meets once in October. The Pay Committee meets twice in October and May. 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 Trust 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.

Admissions Committee

- Determine the number of students to be admitted to KNGS and Sixth Form and the criteria for admissions, in line with the National Admissions and Appeals Code.
- Review the Admission Criteria, including the published admission number.
- Consider any application for admission that the headteacher cannot determine in accordance with the school's admission criteria.

Pay Committee

- Receive the whole school pay policy and recommend this to the Full Governing Body.
- Carry out the Headteacher appraisal with the support of an external appraiser.
- Teaching and support staff appraisal overview.

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, pastoral, pupil premium, CIEAG, GDPR and equality and diversity.

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 COVID 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 / Accounting Officer (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.

Chair of Governors meets 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.

PLEASE NOTE THIS SECTION IS BEING CROSS REFERENCED WITH THE MODEL SCHEME OF DELEGATION SUGGESTED BY THE NGA.

THERE ARE NO SUGGESTED AMENDS TO THIS SECTION AS YET.

7. Scheme of Delegation Key

Level	
1	Members
2	Academy trust board of trustees
3	Board committee
4	Individual Trustee
5	Headteacher
Blue Box	Function cannot be carried out at this level
✓	Action to be undertaken at this level
A	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 /Headteacher
Governance framework						
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		✓			
Governance Framework: 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		✓			

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Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader /Headteacher
	Annual self review of trust board and committee performance: complete annually		✓			
	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						
Governance Framework: Reporting	Trust governance details on trust website: ensure					✓
	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		<A
	ESFA required reports and returns submit		✓			<A

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Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader /Headteacher
	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	✓
	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						
Governance framework: 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
	Budget plan to support delivery of schools' key priorities: agree					✓
	Determine trust policy for complaints, health and safety, accessibility plan, premises management, data protection and FOI: approve		✓	✓		✓

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Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader /Headteacher
	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		✓
	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		<A
	Ensure a broad and balanced curriculum is in place		✓	✓		✓
	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					✓
	Imbed agreed curriculum and enrichment offer within the day to day operation of the academy trust					✓
	To establish and agree a Pay policy		✓	✓		<A
	Management of risk: establish register, review and monitor		✓	<A	✓	<A

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Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader /Headteacher
	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		✓	✓		✓
	Principal: Appoint and dismiss		✓			
	To decide whether to join or form a multi-academy trust		✓	<A		<A
	Budget plan to support delivery of trust key priorities: agree		✓	<A		<A
	Academy staffing structure: agree		✓	<A		<A
	Appoint teaching staff					✓
	Appoint non-teaching staff					✓
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					✓
	To have due regard to the need to prevent people from being		✓	<A	<A	<A

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Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader /Headteacher
	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					
	Reporting arrangements for progress on key priorities: agree		✓	✓		✓
	Performance management of the Headteacher: 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		✓			
	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.			✓		
	To ensure that health and safety regulations are followed					✓
	Ensure that school lunch nutritional standards are met					✓

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Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader /Headteacher
	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	<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
	Benchmarking and academy trust value for money: ensure robustness		✓	<A		
	Develop trust procurement strategies and efficiency savings programme			✓		

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Area	Decision	Delegation				
		Members	Trust Board	Committee	Individual trustee	Senior Executive Leader /Headteacher
	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		✓			<A

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