Sheldon School Academy Trust Scheme of Delegation and Decision Planner

Key to terms

Academy Trust	The charitable trust that runs Sheldon School, composed of the members and the governors
Board of Governors	also known as the Academy Trust Board
Governors	also known as trustees and directors of the Academy Trust
Members	Members of the Academy Trust as set out in the Articles of Association
Charters Board	Guardians of the School's ethos and values

Governance structure and roles

Governors

The Board of Governors of the Academy Trust will comprise:

- seven parent governors elected by parents
- three teacher governors elected by teachers
- one staff governor elected by the non-teaching staff
- the headteacher, as an ex-officio governor
- six community governors appointed by the Board of Governors
- one community governor appointed by the local authority (or by the Board of Governors if the local authority fails to make a nomination).

The governors are responsible for the general control and management of the administration of the academy 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 and for the performance of the academy trust

The governors delegate responsibility for the day to day running of the academy to the headteacher and will hold the headteacher to account for the performance of the academy. The headteacher in turn holds other members of the senior management team (SMT) to account by line managing them. Whilst the Board of Governors cannot ever delegate its accountability, it can delegate some of the detailed scrutiny, oversight and decision making.

The Board of Governors 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

Governors are bound by both charity and company law as the academy trust is a charitable company. The terms 'governors', 'trustees', and 'directors' are often used interchangeably.

Members

The members of the Academy Trust are:

Chair of Governors
Up to seven Members that are independent of the Board of Governors and Sheldon Charters Board and are not employees of Sheldon School.

The members of the trust have a different status to governors. 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. The members may remove trustees if they fail to fulfil their responsibilities and are also responsible for approving any amendments made to the trust's Articles of Association.

Governors' committees

There are five governor committees: Staffing, Care and Guidance; Curriculum; Finance & Audit; PR & Marketing and Premises. Some decisions are delegated to committees, although any decisions made will be deemed decisions of the Board of Governors. There must be at least three governors on each committee and their responsibilities are set out in the committee's terms of reference.
Committee Chairs and Vice Chairs are appointed annually by committee members.

Headteacher

The headteacher has the delegated responsibility for the operation of the academy trust.

The headteacher will report to the Board of Governors on the performance of the academy, although this will be supplemented by the monitoring of governors' committees and individual governors with any delegated responsibilities.

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 SMT. The headteacher will delegate management functions to the SMT and is accountable to the Board of Governors for the performance of the SMT.

Charters Board

The role of the Charters Board is to be the guardian of the school's ethos and values. Its main duty is to ensure that the Sheldon Charter and the Sheldon Employment Charter are being honoured. It is comprised of eight members:
One Parent Governor member
Two Governor or Community members
One Community member
Two Teacher members
One Support Staff member
The Headteacher (ex-officio; non-voting)

Sheldon School Academy Trust Scheme of Delegation and Decision Planner

Key	Key to column 6		
Column 1 = decisions made by Members	Curr	=	Curriculum committee
Column 2 = decisions made by BOG	Prem	=	Premises committee
Column 3 = decisions made by BOG with advice from head	SCG	=	Staffing, Care & Guidance committee
Column 4 = decisions delegated to head	Fin	=	Finance & Audit committee
Column 5 = decisions made by head	PRM	=	Public Relations & Marketing committee
Column 6 = decisions delegated to committee/panel	Strat	=	Strategy committee
	LPP	=	Leadership, Pay & Performance committee
	PRC	=	Pay Review committee
	Panel		Convened panel
			(**Bold** = primary responsibility of)

		1 Members	2 BOG	3 BOG with Head's advice	4 Delegated to Head	5 Decision made by Head	6 Delegated to Committee/Panel
	General and Procedural Responsibilities (refer to Articles of Association)						
1.	Appoint/Remove Members	√					
2.	Appoint senior executive leaders as trustees *(Academy Trust Handbook 2021 - Appointing senior executive leaders as trustees (paragraph 1.23) From 1 March 2022, a newly appointed senior executive leader can only be a trustee if appointed by their members and allowed by the trust's articles of association)*	√					
3.	Remove trustees if they fail to fulfil their responsibilities	√					
4.	Role descriptions for Members	√					
5.	Amend the Articles of Association	√					
6.	Change the name of the school	√					
7.	Appoint and remove Auditors	√					

8.	Determine level of delegation of functions annually	√				
9.	Establish the membership and organisation of the BOG and regulate its conduct	√				
10.	Appoint governors	√				
11.	Establish any required BOG procedures (where not set out in law and/or Articles of Association)	√				
12.	Skills audit: complete and use for succession planning and to address learning needs	√				
13.	Annual self review of BOG and committee performance	√			√	
14.	Governor contribution: review annually	√				
15.	Role descriptions for governors/chair/specific roles/committee members	√			√	
16.	Terms of reference for committees and individuals: agree annually	√			√	
17.	Chair's performance: carry out 360º review periodically	√				
18.	Succession Planning for governors	√			√	
19.	Facilitate the election of parent governors	√				
20.	Annual schedule of business for BOG: agree	√				
21.	Appoint (and remove) the chair and vice chair of the BOG	√				
22.	Determine period of office of chair and vice chair	√				
23.	Elect committee chairs and vice chairs				√	
24.	Clerk to BOG Appoint and remove	√				
25.	Establish and review the Governors' Code of Conduct annually (best practice)	√				

No.						
26.	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		√			
27.	Report annually to the Sheldon Charters Board on the Sheldon Charters			√		
28.	Report annually to the Members of the Academy Trust			√		
29.	Appoint governors for SEND, Safeguarding, Whistleblowing, Wellbeing, Pupil Premium and any others agreed by BOG		√			
30.	Maintain a register of pupil attendance				√	
31.	Ensure appropriate Business Continuity Plan in place					√ Strat

	Strategic Planning Responsibilities					
1.	Determine and agree long term vision and strategic plan, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured			√		
2.	Approve school improvement plans, ensuring Office for Standards in Education (OFSTED) recommendations are incorporated, and evaluate their impact			√		
3.	Decide whether to join or form a multi-academy trust	√	√			

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	Website Reporting Responsibilities						
1.	Publication of governors' details on school website. [This should include governors' or associate members' names/category/appointing body/term of office/ committees they serve on/positions held. Associates' voting rights on any committees should also be included)		√				
2.	Publication of register of headteacher and governors' business interests, setting out relevant business interests and other schools at which they govern. It should also detail any close relationships between governors and school staff.		√				
3.	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				√		
4.	Publish Annual Governance Statement (review of the year)			√			
5.	To publish and update at least annually a SEND information report (meeting requirements of latest regulations)		√				√ Curr

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	School Admission Responsibilities						
1.	Ensure that all the mandatory provisions of the School Admissions Code are implemented (except where variations have been written into their funding agreement to support fair access.)		√				
2.	Set the times of school sessions and the dates of school terms and holidays		√				√ Strat

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	Pupils, Parents and Community Responsibilities						
1.	Ensure that school policy and procedure for looked after children are consistent with the measures set out in the statutory guidance. Committees are responsible for ensuring their polices reference looked after children correctly		√				√ All
2.	Make available on request a procedure for dealing with complaints. (The expectation is that this should be published online. For complaints from parents of pupils, this procedure must comply with The Education (Independent School Standards) Regulations 2014)		√				√ SCG
3.	Agree the Freedom of Information Act (FOIA) publication scheme and access policy		√				√ SCG
4.	Ensure that employees at the academy are able to comply with requests for information under the FOIA and register annually with the Information Commissioner's Office				√		
5.	Establish a data protection policy and review it at least every two years		√				√ Prem
6.	Ensure provision of free meals to those pupils meeting the criteria				√		
7.	Engagement with stakeholders	√	√	√	√	√	√

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	Pupil welfare, discipline/exclusions Responsibilities						
1.	Approve a school behaviour policy and publicise to staff, students and parents			√			√ SCG
2.	Approve Child Protection Policy and review its effectiveness at least annually		√				
3.	Decide whether to confirm permanent and fixed term exclusions where the pupil is either excluded for more than 15 days in a term or at risk of being unable to sit a public examination			√			√ SCG

4.	Consider parents' representation about exclusions		√				√ Panel
5.	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 Prevent duty into the Child Protection policy		√	√	√		√ SCG

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	Curriculum Responsibilities						
1.	Review and update as necessary the Governors' curriculum policies and procedures. Ensure that they are in place and implemented			√			√ Curr
2.	Decide on the monitoring and reporting strategies to be used which will allow the BOG to be sufficiently informed and enable it to fulfil its statutory duty to ensure that the broad and balanced curriculum is being followed			√			√ Curr
3.	Decide on the level of resources to be deployed in various curriculum areas within the overall structure of the School Development Plan and the limits of the delegated budget					√	√ Curr
4.	Arrange for ways in which the Board of Governors can be fully informed about the variety of teaching strategies employed, resources used and learning environments provided to ensure that all children have access to a high standard of education throughout the school				√		√ Curr
5.	Scrutinise a range of pupil performance data to evaluate the school's performance, including the OFSTED Data Dashboard			√			√ Curr
6.	Agree challenging targets for pupil achievement/attainment, ensuring they are based on outcomes of robust data analysis, and monitor performance against them			√			√ Curr
7.	Scrutinise analysis of examination results and key stage assessments against agreed targets			√			√ Curr
8.	Ensure rigorous assessment processes are in place			√			√ Curr
9.	Agree curriculum, enrichment and extra-curricular offer, including any additional services required				√		√ Curr
10.	Monitor impact of curriculum on pupils' outcomes and their personal development and welfare				√		√ Curr SCG

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11.	Focus on pupils' confidence and self-assurance as learners, and their pride in achievement				√		√ Curr SCG
12.	Evaluate, in conjunction with the Pupil Premium governor, the impact of the allocation of pupil premium funding (and year 7 catch up funding, where appropriate) on overcoming barriers to learning and report this on the academy website		√				√ Curr & SCG F&A
13	Ensure one member of the BOG has specific responsibility for overseeing the school's provision for children with special educational needs and disabilities (SEND)						√ Curr
14.	Maintain a risk register			√			√ Curr

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	Premises Responsibilities						
1.	Developing and agreeing long-term strategy for phased initiatives aimed at improving general standard of school premises			√			√ Prem
2.	Ensure regular monitoring and inspection of school premises is arranged to ensure buildings, equipment etc is maintained to an appropriate standard			√			√ Prem
3.	Ensure appropriate insurances are in place including buildings and personal liability insurance			√		3.	√ **Fin** & Prem
4.	Agree Health and Safety policy and ensure compliance and implementation			√		4.	√ Prem
5.	Agree a funded maintenance plan including Condition Improvement Funding is sought for appropriate improvement projects.			√		5.	√ **Prem** & Fin
6.	Approving the school's terms and conditions for lettings and setting lettings rate for school facilities:			√			√ Prem
7.	Ensure security of school premises and equipment			√		7.	√ Prem
8.	Agree level of service provision the school will buy from service providers and utility companies			√			√ Prem
9.	Ensure risk assessments of school site are conducted and considered as appropriate			√			√ Prem
10.	Ensure that school catering provision nutrition standards are met						√ Prem
11.	Ensure that statutory policies and procedures are in place.			√			√ Prem
12.	Make recommendations to Finance and Audit Committee for funding for items and activities relating to the maintenance and improvements to school premises.			√			√ Prem

| 13. | Maintain a risk register | | | √ | | | √
Prem |

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	Staffing Responsibilities						
1.	Academy staffing structure: agree			√			√ SCG
2.	Appoint teaching staff					√	
3.	Appoint non-teaching staff					√	
4.	Appoint selection panel for headteacher appointment		√				√ Strat
5.	Appoint selection panels for deputy headteacher appointments and other members of the senior management team (SMT)			√			√ Strat
6.	Ensure that at least one person on the selection panel for head teacher appointment has completed safer recruitment training		√				√ Panel
7.	Formally approve appointment of headteacher		√				
8.	Formally approve appointment of deputy headteacher			√			√ Panel
9.	Dismiss or suspend headteacher		√				
10.	Determine the headteacher and staff appraisal process			√			√ LPP
11.	Headteacher pay award: agree						√ PRC
12.	Approve, and keep under review, a school pay policy			√			√ SCG
13.	Fulfil role expected of governing bodies in adopted procedures for range of staffing issues e.g. discipline, capability, grievance, redundancy, termination of employment			√			√ SCG

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14.	Approve a statement of procedures for dealing with allegations of abuse against staff			√			√ SCG
15.	Make teachers' pay progression decisions following recommendations of headteacher (by end of October)			√			√ SCG
16.	Ensure safer recruitment requirements are met			√			√ SCG
17.	Ensure that statutory policies and procedures are in place and implemented			√			√ SCG
18.	Ensure effectiveness of record keeping related to safeguarding responsibilities, including maintenance of central record of recruitment and vetting checks			√			√ SCG
19.	Consider school's annual safeguarding audit and monitor subsequent action plans			√			√ SCG
20.	Maintain a risk register			√			√ SCG

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	Finance and Audit Responsibilities (refer also to 'Academies Trust Handbook' and 'Academies Accounts Direction')						
1.	Ensure adherence to ESFA and statutory financial requirements, and agreed internal policies		√		√		√ Fin
2.	Maintain accurate financial records			√	√		√ /Fin
3.	Ensure security of all cash and investments.				√		√ Fin
4.	Maintain and review an inventory of valuable items				√		√ Fin
5.	Authorise the disposal of assets				√		√ Fin
6.	Maintain a record of assets borrowed by staff				√		√ Fin
7.	Review and update the Fraud policy on a regular basis and ensure it is communicated and implemented across the whole school.				√		√ Fin
8.	Recommend external and internal auditors for appointment by the Members		√				√ Fin
9.	Receive and act on auditors' reports – internal and external audit		√				√ Fin
10.	Maintain a register of pecuniary and business interests of governors		√				√ Fin
11.	Oversee the preparation of the annual budget plan in line with strategic and other relevant plans		√		√		√ Fin
12.	Approve the final budget		√				
13.	Notify the final budget to appropriate authorities					√	

No.	Responsibility						
14.	Monitor income and expenditure quarterly against the budget and explain variances, ensuring that total expenditure is within available resources		√		√		√ Fin
15.	Approve variations shown in monthly management accounts against budget agreed.			√			√ Fin
16.	Writing off debts for income not received: Under £500 – Head or SBM. Should be reported to F&AC £500=£5000 – F&AC £5001-£44999 – BOG £45000 and above (the level as detailed in the Academies Trust Handbook for a single transaction) – submitted to ESFA for approval to be written off. ESFA annual approval level must also be adhered to			√	√		√ Fin
17.	Delegated expenditure authorisation limits as per Sheldon Finance Manual: • £150,000 and above F&AC • £50,000 - £150,000 SMT in committee (minuted meeting) • £20,000 - £50,000 Head Teacher • £2,000 - £20,000 Individual SMT member • Up to £2,000 Relevant budget holders (e.g. Faculty Heads)					√	√ Fin
18.	Authorise other income-generation activities, monitor and review all non public funds			√			√ Fin
19.	Ensure that statutory policies and procedures are in place.			√			√ Fin
20.	Ensure all contracts and agreements conform with finance policies and procedures			√			√ Fin
21.	Ensure appropriate insurance cover				√		√ **Fin** & Prem
22.	Accept quotations/tenders and authorise orders/contracts for goods, works and services up to agreed values			√	√		
23.	Authorise bank payments where they exceed delegations				√		√ Fin
24.	Approve applications for business credit cards			√	√		√ Fin
25.	Designating signatories for cheques and electronic payments				√		√ Fin
26.	Ensure compliance with VAT, PAYE and HMRC regulations in conjunction with auditors			√	√		√ Fin
27.	Ensure compliance with the Companies Act regulations, including preparing and submitting an annual report to Companies House and the Charities Act regulations			√			√ Fin

28.	Ensure economy, efficiency, and effectiveness (the three key elements of value for money) in the use of all funds			√			√ **Fin** & Prem
29.	Appoint Chief Financial Officer for delivery of trusts' detailed accounting processes		√	√		29.	√ Fin
30.	Oversee effective management and deployment of reserves in line with Sheldon reserves Policy		√		√	30.	√ Fin
31.	Oversee investment of Sheldon surpluses to ensure adequate ROI balanced against security of public funds				√	31.	√ Fin
32.	Maintain a risk register			√		32.	√ Fin