



Governance

Scheme of Delegation

Approved by	
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1. The model of the scheme of delegation

Stramongate School is a single academy trust.

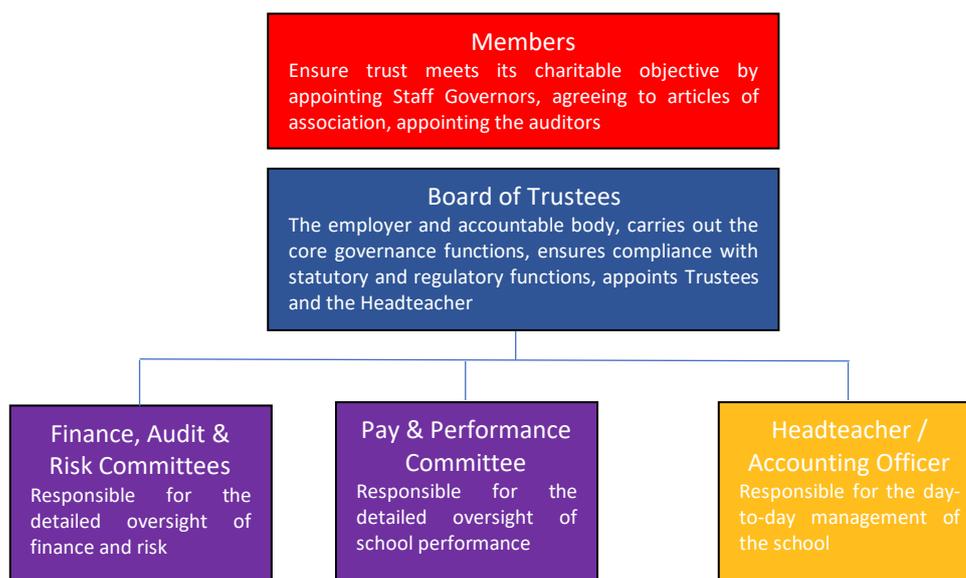
The trust is committed to providing a high standard of education and care, whilst ensuring that robust internal controls are in place to ensure that value for money, high standards of financial propriety, compliance with the trust's legal responsibilities and efficient use of resources is achieved.

The trust's vision is captured in the following:

- Be kind, work hard and discover
- Provide a safe, balanced and purposeful curriculum with opportunities for all
- Ensure wellbeing is at our core, enabling children and staff to thrive
- Celebrate our position, at the heart of Kendal
- Embrace diversity and be an inclusive community
- Continue to develop the school, providing an excellent learning environment

The governance structure features three clear layers of governance:

1. Members
2. Trustees
3. Committees and individuals



Features of the governance model

It makes clear that:

The members have a limited yet distinct and vitally important role.

The board of trustees is responsible for the core governance functions.

The board of trustees appoint the Headteacher, to whom it delegates responsibility for the conduct and performance of the trust, including the performance of the schools within the trust, and for its financial management.

The board constitutes committees for planning and monitoring, audit and risk, pay and performance and for curriculum and standards; these look in detail at resources and risk, and progress and attainment across the trust.

The board also provide links to parents and the community, as well as for providing additional scrutiny of how the school is managed. The committees have a number of formal delegated governance functions and decision-making powers, as detailed in the Terms of Reference (see Appendix 1).

Panels are convened within the governance structure including for formal complaints, reviewing pupil exclusions and dealing with disciplinary matters.

2. Detailed roles and responsibilities

2.1 The role of the members

The members of the trust are guardians of the governance of the trust and must ensure it carries out its charitable objective.

There must be at least three members. Members are not permitted to be employees of the academy trust.

The members agree the trust's articles of association, appoint staff Governors, and appoint the trust's external auditors.

The members should receive information about the trust's business and receive the annual report and accounts. If they have concerns that the trust is not carrying out its charitable objective, members should remove trustees that are failing to fulfil this responsibility.

2.2 The role of the trustees

The 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 2006).

Trustees are responsible for the general control and management of the trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement are legally accountable for all statutory functions and for the performance of all the schools within the trust; they do this by carrying out the core governance functions.

The board of trustees must approve a written scheme of financial delegation, a written governance scheme of delegation and committee terms of reference.

Trustees should focus on three core functions:

- ensuring clarity of vision, ethos and strategic direction
- holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
- overseeing and ensuring effective financial performance.

2.3 The role of trust board committees

Trustees delegate some governance functions to board committees, one of which includes audit and risk which advises on the adequacy of the trust's controls and risks.

Board committees must have at least three trustees in membership, and trustees must be in the majority for voting purposes; it is usual for the trust board to appoint board committee chairs and committee members according to their skills.

The trust board retains responsibility for financial management and delegates detailed scrutiny of school performance to board committee

2.4 The role of Governors

Staff governors are elected by the staff of the school and formally appointed by the Members. The staff governors, along with the Trustees are responsible for the day-to-day governance of the trust. Since the Department for Education's strong preference is for no employee other than the Headteacher to serve as trustees, nor for trustees to occupy staff establishment roles on an unpaid voluntary basis, in order to retain clear lines of accountability, Stramongate School has agreed to appoint the elected staff representatives as 'Staff Governors'. Staff governors attend Board and committee meetings and contribute to discussion and vote on all matters, other than those expressly reserved for Trustees; notably financial responsibilities relating to budget approval, and certain trust policies, including whistle blowing.

2.5 The role of the Headteacher / Accounting Officer

The trustees delegate the day-to-day management of the trust to the headteacher, line managing them in line with the trust's appraisal and performance management policies.

The Headteacher is also appointed by Trustees as the accounting officer and so is not only responsible for the performance of the trust as a whole but has a personal responsibility to parliament for the regularity, propriety and value for money, and for assuring the board about compliance with the funding agreement and the Academy Trust Handbook.

The headteacher reports to the trust board and its committees.

The headteacher is responsible for the leadership and management of the school, line managing staff in accordance with the trust's appraisal and performance management policies.

The Headteacher shares information about how the school is being managed with the trustees so that trustees and governors build an understanding about how the school operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in practice.

2.6 The role of the School Business Manager / Chief Financial Officer

The School Business Manager is appointed by the Board and is designated as the Chief Financial Officer (CFO) of the Trust. The Chief Financial Officer works in close collaboration with the Headteacher through whom they are responsible to the Trustees. The CFO also has direct access to Trustees via the Trust Board

The main responsibilities of the CFO are:

- the day-to-day management of financial issues including the establishment and operation of the accounting system
- the management of the Trust financial position at a strategic and operational level within the framework for financial control determined by the Board ensuring that the Trust's property and assets are under the control of the Trust

3. Stramongate School Scheme of Governance Delegation and decision making

Reading the grid
✓ - governance function and decision making is at this level
C - to be consulted prior to decision being made
Note: Decisions delegated to the trust board may be delegated to a board committee but not to the Headteacher

Governance function		Members	Trust board / board committees	Headteacher	CFO
Governance framework: people	Members: appoint/remove	✓			
	Trustees: appoint/remove	✓	✓		
	Parent trustees appoint when elected		✓		
	Board committee chairs: appoint and remove		✓		
	Named safeguarding trustee: appoint and remove		✓		
	Clerk to board: appoint and remove		✓		
Governance framework: systems and structures	Articles of association: review and agree	✓			
	Governance structure for the trust: establish and review annually		✓		
	Committee terms of reference and scheme of delegation: agree annually		✓		
	Annual schedule of governance business: agree		✓		
	Self-review of trust board and committees: complete annually		✓		
	Chair's performance: carry out 360° review periodically		✓		
Governance framework: reporting	Publish governance arrangements on trust and schools' websites: ensure			✓	
	Annual report on the performance of the trust: submit to members and publish		✓		

Governance function		Members	Trust board / board committees	Headteacher	CFO
	Annual self-review/external review of board effectiveness (as required): submit to members		✓		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House		✓	C	C
	ESFA required reports and returns submit		✓		C
Being strategic	Determine trust wide policies which reflect the trust's ethos and values: approve		✓	C	C
	Determine school level policies: approve			C	C
	Management of risk: establish register, review and monitor		✓	C	C
	Engagement with stakeholders: ensure		✓	✓	
	Determine trust's vision, strategy and key priorities: approve		✓	C	
	Headteacher: appoint and dismiss		✓		
	Accounting officer: appoint and dismiss		✓		
	Budget plan to support delivery of trust key priorities: agree		✓	C	C
	Trust's staffing structure: agree		✓	C	C
Holding to account	Ensuring compliance (e.g. safeguarding, H&S, employment): agree auditing and reporting arrangements		✓	C	C
	Monitoring progress on key priorities: agree reporting arrangements		✓	C	
	Performance management of the chief executive: undertake		✓		
	Performance management of staff: undertake			✓	
Financial oversight	External auditors: appoint	✓	C	C	C
	Chief financial officer: appoint		✓	C	
	Trust's scheme of financial delegation: establish, monitor and review		✓	C	C
	External auditors' report: receive and respond		✓	C	C
	CEO pay award: agree		✓		
	Other senior staff pay awards: agree		✓	C	

Governance function		Members	Trust board / board committees	Headteacher	CFO
	Staff appraisal procedure and pay progression: review and agree		✓	C	
	Benchmarking and trust wide value for money: ensure robustness			✓	✓
	Monitoring budget: agree reporting		✓	C	C

APPENDIX 1: Terms of reference for committees

BOARD OF TRUSTEE MEETING

Frequency of Meetings: A minimum of once per term, with an additional 'Special Meeting' at the beginning of each school year to review the Standing Orders file including the election of Chair & Vice Chair of Governors, Chairs of Committees, and decide membership of Committees.

Policies

- Approval of new policy documents

Constitutional Matters

- Agree all Trust Board constitutional matters
- Agree committee structure
- Establish pay appeals and any other statutory committee
- Recruitment and appointment of Trustees to fill vacancies as appropriate
- Agree appointment of Trustees to committees
- Agree process for nomination of chairs of committees
- Agree and appoint individual Trustees to specific functions (SEN, Literacy etc.)
- Approval of all delegated powers to committees and individuals and review annually
- Agree working group terms of reference and membership as required
- To deal with all matters not delegated to a committee
- To suspend or remove a Governor or Trustee
- To appoint or remove a clerk to each committee
- To appoint or remove a chair and vice chair of the Trustee Board
- To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action is necessary

Finance

- Approve the School's three-year budget,
- Monitor the School's in-year budget, taking appropriate action as required

Performance Management – Staff

- Nominate performance management committee (Pay and Performance – Headteacher) who will agree and set the Headteacher's objectives
- Ensure that Performance Management of teachers is completed, annually.

Staff

- Agree the overall staffing level for the school
- Agree working group for Headteacher and Deputy Headteacher appointments
- Delegate appointment of non-teaching staff and teaching staff to the Headteacher (exception: Head and Deputy appointments)

Ofsted Actions

- To ensure any required action is taken following an Ofsted Inspection

School Development

- To support the Headteacher raising standards, in terms of outcomes in their widest sense, across the school
- To consult, agree and set the strategic direction of the school, within the bounds of overall Government and LA policy
- To input in to approve and monitor progress of the School Development Plan

Curriculum & Wider Educational Experience

- To monitor overall standards in terms of outcomes for children's learning and wider experiences across the school
- Agree educational targets for the end of Year 6, and across the school, where appropriate.

School Self-Evaluation Form (SEF)

- To provide input in the SEF where required, approve, and ensure this document is published as required.

PLANNING COMMITTEE

Frequency of Meetings: A minimum of once per term

Quorum: minimum of 50%

Terms of reference:

- In conjunction with the Headteacher and Senior Leadership Team to identify key issues and needs and to **ensure their incorporation** in the School Development Plan.
- To oversee and approve the School Development Plan **outside beyond the present financial and academic years.**
- Agree any Ofsted Actions at the appropriate time, for approval by the Full Governing Board.
- To identify and consider external issues affecting the school's long-term strategic development and to take appropriate action. This may include demographic/staffing issues, local development and initiatives from the LA and DfE.
- To consider the strategic issues concerning budgetary matters beyond the current financial year and to ensure that the school upholds best value principles.

School Development Plan

Establish and agree School Development Plan on rolling basis, as follows:

It will include the aims and objectives of the School Development Plan covering **pupils' academic progress and wellbeing**, including:

- Curriculum intent, implementation, and impact
- Assessment
- Safeguarding
- PSHE
- SEND

It will link closely with the vision and aims of the school to:

- Ensure wellbeing is at our core, enabling children and staff to thrive.
- Continue to develop the school, providing an excellent learning environment.
- Provide a safe, balanced and purposeful curriculum with opportunities for all.
- Embrace diversity and be an inclusive curriculum.
- Celebrate our position in the heart of Kendal.

With School Specific Outcomes being:

- That the quality of the 'learning environment' be judged as at least good in all classes.
- That the quality of 'learning' be judged as being good or better in most lessons, with no lessons being judged to be less than satisfactory.
- That children are judged to enjoy, and are interested in, their lessons.
- That children are judged to be challenged by well-differentiated, well-paced, creative lessons in all Literacy, Numeracy and Science lessons.

- That all children's progress is tracked and that support is increasingly targeted and effective.
- That the School reaches its end of Key Stage (KS) targets for Literacy, mathematics and Science.
- That the School improves its CVA measure of progress made by the end of KS2 from KS1.
- That HMI/Ofsted judge standards in the school to be Good and are confident in the school's capacity to make further improvement towards reaching its long-term aspirations for all its children and community.

Curriculum

- Plan for a curriculum which meets children's needs and interests, which leads to high quality outcomes
- Plan any new extra-curricular activity
- Keep up to date on changes/progress in educational strategies

Staffing

- Decide overall staffing levels for the school
- In consultation with the Headteacher, to keep under review the staffing structure of the school

Finance/Resources

- Plan the three-year budget, for the approval of the Full GB, annually
- Plan priorities for expenditure for future years
- Planning for capital build and soliciting tenders etc.
- Planning for purchase of equipment
- Updating of major learning resources (financial implications)
- Planning for expenditure on any routine maintenance, etc.
- Working within best value principles

Premises

- Decide priorities/plan the premises budget on an annual basis
- Decide longer-term priorities for work on premises to link into dev/strategic plans
- Make decisions on School contracts for premises maintenance following best value principles

Buildings and Grounds Maintenance

- Decide, budget and plan for commissioning of longer-term building work

Community

For rental/lease/use of school buildings by other bodies:

- Decide on changes
- Investigate – use of school during out of school hours
- Extended schools (e.g. pre-after school club; nursery)

AUDIT & RISK COMMITTEE

Frequency of meetings: A minimum of once per term, typically immediately after Monitoring Committee meeting.

Quorum: minimum of **50%**

Terms of reference:

- Agree a programme of work to deliver internal scrutiny that provides necessary coverage across the year, using the trust's risk register to inform the programme
- Agree who will be responsible for carrying out elements of the programme of work
- Direct a programme of internal scrutiny and to consider the results and quality of external audit
- Review the internal and external audit plan for the forthcoming academic year
- Oversee and approve the trust's programme of internal scrutiny
- Review the risk register and ensure that risks are being addressed appropriately through internal scrutiny
- Draft a report to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks
- Consider reports from those carrying out the programme of work
- Discuss progress in addressing any recommendations made at the previous meeting or by third parties
- Discuss the recommendations and outputs of any assurance activities by third parties, including ESFA financial management and governance reviews, funding audits and investigations
- Consider the internal scrutiny report and discuss the progress made against recommendations made regarding enhancing financial and other controls and risk management procedures.
- Agree the committee's annual report to the board of trustees and accounting officer
- Re-visit findings from external auditors and review actions in response to audits
- Review and challenge the internal and external audit strategy.

MONITORING COMMITTEE

Frequency of Meetings: A minimum of once per term.

Quorum: minimum of 50%

Terms of reference:

The Committee will review, monitor, evaluate and take appropriate action to deliver effective **implementation** of the school aims in the current financial/academic year (whichever is appropriate)

Policies

- Monitor and implement changes to existing policies

Publicity/PR

- Monitor that the corporate 'image/style' of the school's published documentation, website, signage, uniform and paperwork reinforces a consistent message towards meeting the 'Vision' for the school.

Pastoral

- Review School's behaviour and Healthy School policies
- Evaluate and review Home/School Agreement with staff and parents
- Review of school/s Inclusion, DDA and Equality & SEND policies

Performance Management

- Review the effectiveness of the Performance Management policy

Curriculum

- Decide upon and review a Curriculum policy
- Monitor and evaluate the effectiveness of all areas of the curriculum
- Ensure a broad and balanced curriculum that encompasses the national curriculum
- Set end of KS targets for individual cohorts. Monitor and evaluate the outcomes.
- In terms of outcomes, monitor the effectiveness of teaching and learning approaches implemented by the school in relation to the planned improvement as linked to the School Development Plan
- Ensure that the curriculum is accessible to all pupils and that all 'groups' make at least good progress
- Monitor and evaluate the effectiveness of extra-curricular activities
- Review the Charging and Remissions policy
- Review pupil progress at all levels

Staffing

- Monitor equal opportunity policies
- Monitor racial opportunity policies
- Monitor Child Protection Policy and Procedures

- Monitor staffing levels in line with School Development Plan

Special Educational Needs (SEN)/Inclusion

- In consultation with Inclusion Officer, monitor SEN/Inclusion provision
- Ensure that current policy for provision of SEN/Inclusion is followed
- Ensure appropriate resources are available to meet demand
- Review policy on annual basis
- Implement and review School's accessibility/DDA plan
- Monitor provision for gender, age, gifted and talented children, looked after and any 'vulnerable' groups

Finance/Resources

- Monitor budget expenditure, making recommendations for accommodations

Premises

- Monitor general maintenance issues – linked to premises budget and Planning Committee plans

Buildings and Grounds Maintenance

- Regularly monitoring quality, progress and making assessments of performance when contract renewal dates imminent
- Monitor Accessibility plan

Health & Safety

- Monitor general health and safety in particular issues which impact on other areas of the school including curriculum, staffing, SEN, finance, premises, buildings, community and SDP.

Community

For rental/ lease /use of school buildings by other bodies:

- Monitor usage and make recommendations for accommodations

School Development Plan

- Monitor the implementation and progress of the School Development Plan and other appropriate documentation systems and structures

Governor Training & Development

Manage and monitor Governor training and development

HEALTH & SAFETY COMMITTEE

Frequency of Meetings: A minimum of once per term.

Quorum: minimum of 50%

Membership

A minimum of three Governors including the Headteacher, preferably Chairs of Committees. A member of the Senior Leadership Team is invited to attend but shall hold no voting rights.

Reporting

Minutes to be circulated to all Governors within 10 working days

Function

The Committee will review, monitor, evaluate and take appropriate action to deliver effective implementation of the School Health & Safety policy and any associated Health & Safety policy, to ensure compliance with legislation, good practice and mitigate against risks. In practice this will include,

- Ensure that risk assessments are undertaken
- Ensure that regular governance H&S audits and inspections are undertaken
- Review Health and Safety policy
- Review any Health & Safety related policy
- Satisfied that School is secure for all pupils
- Review policy for School visits and appropriate risk assessments
- Ensure adequate Fire Risk Assessments are maintained
- Ensure that adequate resource and staff are available to meet H&S requirements

Financial authorities

As stipulated in the Scheme of Delegation of Financial Powers.

To include financial oversight and financial authority for CIF Bid related building works

Premises

- Monitor general maintenance issues – linked to premises budget and Planning Committee plans.
- To provide support and guidance for the governing body and the headteacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety and major capital developments related to CIF bids.
- Provide project management oversight related to CIF bids including delegated decision making and financial oversight
- To ensure that an annual inspection of the premises and grounds takes place and a report is received identifying any issues.
- To inform the governing body of the report and set out a proposed order of priorities for maintenance and development, for the approval of the governing body.
- To arrange professional surveys and emergency work as necessary.
 - *The headteacher is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in*

further damage or present a risk to the health and safety of pupils or staff. In this event the headteacher would normally be expected to consult the committee chair at the earliest opportunity.

- To establish and keep under review an Accessibility Plan and a Building Development Plan
- To review, adopt and monitor a Health and Safety policy and any policy that relates to Health & Safety
- To ensure that the governing body's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable
- To ensure that the governing body's responsibilities regarding the Asbestos Control Regulation 2012 are discharged
- To ensure that the governing body's responsibilities regarding Fire Risk Assessment and associated responsibilities are discharged

PAY & PERFORMANCE RELATED COMMITTEES

Pay and Performance Committee 1 – Headteacher’s PM Review Committee

Frequency of Meetings: a minimum of once per year

Quorum: minimum of 3 (excluding Headteacher)

Terms of reference:

- With the advisement of a School Improvement Partner, the Committee will agree and set objectives with the Headteacher on an annual basis
- The Committee will monitor the Headteacher’s performance against the agreed objectives over the course of the year.

Performance Management

- Agree Headteacher objectives and Monitor Head’s performance throughout the year and decide whether the targets have been achieved
- Liaison with external assessor as appropriate

Pay

- Determine Headteacher pay range within the school’s pay range
- Make recommendations for any pay awards for the Headteacher, in line with performance related pay cycle, annually

Pay and Performance Committee 2 – All Other Staff

Frequency of Meetings: A minimum of once per year.

Quorum: minimum of 3

Terms of reference:

- Deputy Headteacher’s pay awards in line with performance management recommendations – on recommendation from Headteacher
- The Committee will review, monitor, evaluate and take appropriate action to deliver an effective School Pay policy in line with any national agreements to ensure effective recruitment and retention of appropriate staff.
- In addition, the committee will liaise and agree with the Headteacher on all matters relating to pay where delegation to the Headteacher has not been made.
- The Committee will oversee any required process leading to staff reductions

Performance Management

- The Committee will ensure that an effective performance management system is adopted and implemented.

Pay

- Determine Deputy Headteacher pay range within school pay range

- Deputy Headteacher's pay awards in line with performance management recommendations – on recommendation from Headteacher
- Monitor and implementation of changes to School Pay policy
- Agree pay & duties of Clerk to Governing Board
- To agree any pay issues not delegated to the Headteacher
- Agree additional pay for staff attaining additional qualifications, position/consultation or responsibility

APPEALS & DISMISSAL PANEL INFORMATION

Appeals Panel

Frequency of Meetings: As required

Quorum: minimum of 3 from pool of agreed Governors (excluding Headteacher and/or any staff member or Governor involved in the original decision)

Terms of Reference:

- To consider any appeal against a decision to dismiss a member of staff
- To consider any appeal against a decision short of dismissal under the Governing Board's personnel procedures e.g. disciplinary, grievance, capability
- To consider any appeal against selection for redundancy
- To consider any appeal against a decision on pay grading or pay awards
- To consider any appeal or complaint made by a parent against the school or a member of its staff
- To consider representations from parents in the case of exclusions of 5 days or less – the Committee may not re-instate
- To consider representations from parents in the case of exclusions totaling more than 5 but not more than 15 school days in one term – meeting to be held between 6th and 50th school days after receiving notice of the exclusion
- To consider the appropriateness of any permanent exclusion or any exclusion where one or more fixed period exclusions total more than 15 school days in one term or where a pupil is denied the chance to take a public examination – meeting to be held between 6th and 15th school days after receiving notice of the exclusion
- To deal with all appeals as specified in the General Complaints Policy – within the timescales specified therein.

It is suggested that only experienced Governors be appointed to this committee and that the Chair of Governors, due to probable prior knowledge, should not be a member – similarly applicable to school staff. Additionally, if any Governor has a connection with the pupil or the incident that could affect their ability to act impartially, they should not serve on the committee.

Dismissals Committee

Frequency of Meetings: As required

Quorum: minimum of 3

Terms of Reference:

In whatever context/capacity the GB Dismissal or Appeals Committees is called to sit, the Committee will follow current best practice and procedures: as recommended under advisement from the Human Resources provider and the Local Authority, as applicable, at the time.

END