



Scheme of Delegation

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Chipping Campden School Scheme of Delegation

Introduction

Chipping Campden School (referred to herein as the “Academy”) was incorporated on the 23rd June 2011. The Academy is a single trust academy.

The academy is both a company limited by guarantee and an exempt charity, regulated by the Secretary of State for education, who acts as principal regulator.

The academy’s constitution and its charitable object is set out in its Memorandum and Articles of Association (“Articles”).

The Board of Directors (Trustees) are accountable in law for all major decisions about the academy. However, this does not mean that the Board is required to carry out all the academy’s governance functions and many are delegated, including for example, to the CEO, the Board’s Resource Committee or any other Committee that may be established. It is vital that the decision to delegate a function is made by the full Board of Directors and is recorded. Without such delegation, the individual or committee has no power to act.

The academy’s strategic and operating model should not be considered as fixed. It must be capable of adaptation and be able to respond to internal and environmental conditions. The functions the Board has delegated is based on these factors and the way in which school leadership is structured.

The scheme of delegation is the key document which defines the lines of responsibility and accountability within the academy. The scheme of delegation aims to be simple yet provides a means of ensuring that the Members, Directors, Board Committees and school leadership team are all clear about their respective roles and responsibilities.

The three core functions of governance

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account
- Overseeing financial performance

The status of a scheme of delegation

The Board has the power to appoint and remove committees at any time. The scheme of delegation must be fit for purpose which means it can demonstrate clearly the lines of accountability.

Format, structure and clarity

Our model aims to clarify decision making and lines of accountability in a simple, succinct and clear format. Each model includes:

- A structure diagram which shows the layers of governance and lines of accountability.
- A short paragraph of text which describes the structure.

- Detailed narrative on roles and responsibilities.
- A grid format, with columns for each layer of governance, which enables stakeholders to quickly determine who is responsible for each strategic decision within the academy. The grid is in four key areas to reflect both the governance framework and the three core functions of the Board.
 1. The governance framework:
 - a) People
 - b) Systems and structures
 - c) Reporting
 2. Being strategic
 3. Holding to account
 4. Ensuring financial probity

The model is intended to be working documents that both the Board and executive leaders are able to revise and adapt in response to their context and circumstances.

Review and adapt

The academy will inevitably grow and develop and as such governance and management will need to adapt accordingly. The scheme of delegation should be reviewed at least annually and changes should be made as context changes.

The scheme of delegation will:

- Promote a culture of integrity and accountability.
- Ensure school leadership is clear about which decisions the Board has responsibility for.
- Identify responsibility for the appointment and performance management of the CEO, and school leadership team.
- Ensure the roles of the school leadership team is fully understood.
- Identify responsibility for policy and practice.
- Identify responsibility for the oversight of the academy's budget.
- Identify the responsibility for the assessment of risk in the academy.

Delegation to Committees

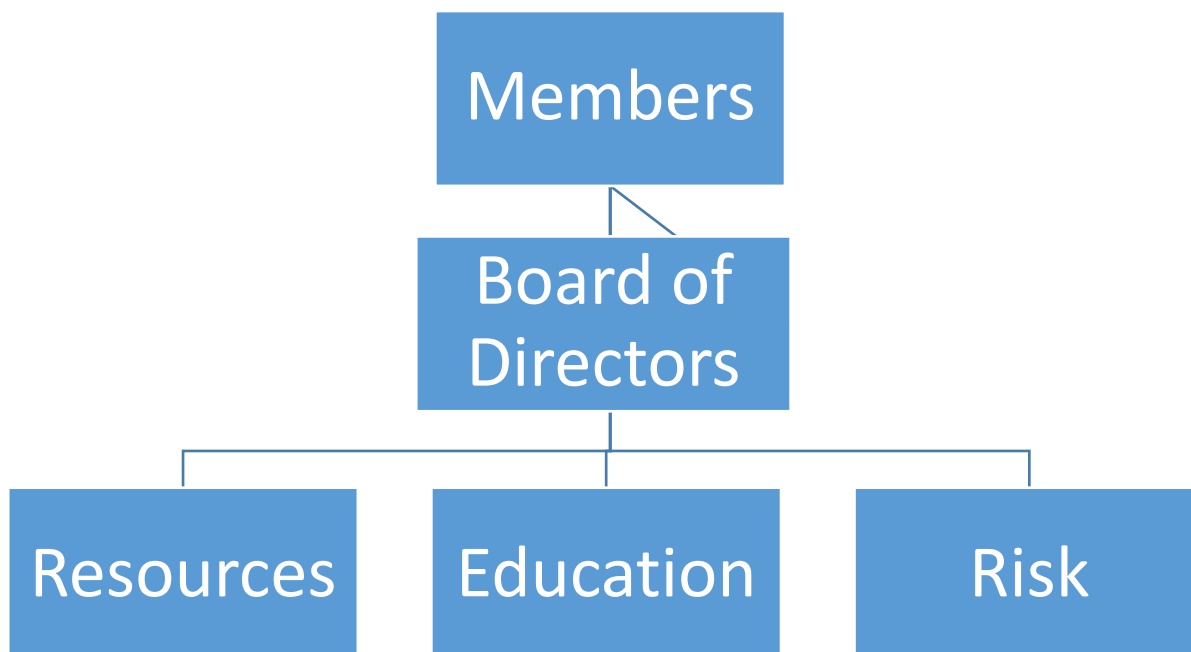
Resources Committee

The remit of the Resources Committee is to ensure the academy has sufficient resources and that these resources are deployed efficiently and effectively. The Resources Committee also acts as the academy's Audit Committee.

Education Committee

The remit of the committee is to focus on the strategic direction of the academy as embodied in the School Development Plan and to ensure that the school's Quality Management System is fit for purpose.

Governance Structure



Governance structure and lines of accountability

- The Board of Directors is responsible for the three core governance functions.
- The Board of Directors appoint the Chief Executive Officer (CEO), to whom it delegates responsibility for the delivery of its vision and strategy, and will hold the CEO to account for the conduct and performance of the academy.
- The CEO will line manage the school leadership team
- The Board constitutes a committee for finance (Resources) and education.
- The Board has established a Risk Committee. This committee is a primary working committee of the Board. The remit of the Risk Committee is to ensure the academy has an effective and efficient system to monitor and control risk.

Roles and responsibilities

The role of the Members

The members are the guardians of the constitution of the academy and as such have a different status to the Directors. The articles describe how the members are recruited and replaced. The members appoint Directors to ensure the academy's charitable objects are fulfilled and so must be able to remove Directors if they fail to fulfil their responsibilities. Accordingly the Board submits an annual report on the performance of the academy to the members and appoint the academy's external auditors. Members are also responsible for approving amendments made to the academy's articles.

An employee cannot be a member and the DfE has a strong preference that Directors (Trustees) are not members thus ensuring significant separation between the roles.

The role of the Directors (Trustees)

The academy is an exempt charity and a company limited by guarantee.

The Directors of the academy are both charity trustees and company directors. The academy's articles set out the conditions determining the minimum number of Directors the academy shall have. The Directors will focus on three core functions:

- Ensuring clarity of vision, ethos and strategic direction.
- Holding school leaders, including the CEO, to account for the educational performance of the academy and its pupils, and the performance management of staff.
- Overseeing and ensuring effective financial performance.

The Directors have statutory duties and they must comply with the academy's charitable objects, with company and charity law, and with their contractual obligations under the academy's funding agreement.

The role of Board Committees

The Board 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 academy's Board. The membership and responsibilities of Board Committees are set out in the committee's terms of reference. The Board must appoint Board Committee chairs and committee members according to their skills and experience. The Board has established a Resources Committee to which the Board has delegated financial scrutiny and oversight.

The role of the chief executive officer (CEO)

The academy has appointed the Principal to the role of the CEO. The CEO oversees the performance management of the school leadership team. The CEO (Principal) is the accounting officer so has the overall responsibility for the operation of the academy's financial responsibilities and must ensure the academy is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the school leadership team and will delegate executive management functions to the leadership team.

Key:

Column1: Members

Column 2: Board of Directors

Column 3: Resources Committee

Column 4: Education Committee

Column 5: CEO

A: Provides advice and support

Area	Decision	Members	Board	Resources	Education	CEO
People						
	Members: Appoint/Remove	√				
	Directors: Appoint/Remove	√	√			
	Role descriptions for directors/chair/committees		√			A
	Board Committee chairs: appoint and remove		√	√	√	A
	Clerk to Board: appoint and remove		√			
	Maintain a Register of Interests		√			
Systems and Structure						
	Articles of Association: review and agree	√	A			A
	Governance structure (committees): establish and review		√			A
	Terms of reference for committees and scheme of delegation		√	A	A	A
	Succession planning		√			√
Reporting						
	Publication on the academy's website of all required details on governance arrangements		√			A
	Annual report on the performance of the academy; submit to members and publish		√			A
	Annual reports and accounts		√			√
	Submission of census to DfE					√

Area	Decision	Members	Board	Resources	Education	CEO
Being strategic	Academy's mission, vision and strategy, agree key priorities and key performance indicators against which to measure progress		√	√	√	√
	Engagement with stakeholders	√	√	√	√	√
	Management of risk		√			A
	Strategic financial planning		√	√		A
	Succession planning		√			A
	Organisation structure: agree		√			A
Holding to account						
	Auditing and reporting arrangements for matters of compliance		√	√		A
	Performance management of CEO		√			
	Performance management of key staff		√	√		√
Ensuring financial probity						
	Appoint Chief Financial Officer					√
	Academy's scheme of delegation: establish and review		√	A		
	External auditors report: receive and respond	√	√	√		√
	CEO pay award		√			
	Staff performance management and pay progression					√
	Benchmarking: value for money			√		√
	Develop effective procurement strategies			√		A
	Develop and maintain an effective monthly management accounts package			√		A
	Maintain a contract register			√		A
	Purchasing procedures: ensure compliance with the Finance Policy			√		
	Ensure adequate insurance cover			√		A
	Acquire and secure fixed assets			√		A
	Related parties: arm's length transactions			√		A