Be Respectful, Be Kind, Be Determined

Scheme of Delegation

Vision

'Cox Green is a community school proud of both its students and staff. Our values are at the core of all we do. Our ambition is that every member has the opportunity to realise their aspirations in an environment where they feel supported and safe. Students' progress from Cox Green as well-rounded citizens with the life skills required to be successful for their next steps.'

At Cox Green School our mission statement is to have the highest aspiration for our school and every member of our community, where all feel respected and able to develop to their potential.

Our values are driven by our mission statement and underpins all at Cox Green School. Our values are;

- Be Respectful – Respect for ourselves and those around us.
- Be Kind – Supporting one another and being considerate of others.
- Be Determined – Showing a willingness to improve and better ourselves.

These key values allow our culture of success to operate embedding opportunities for all at Cox Green School:
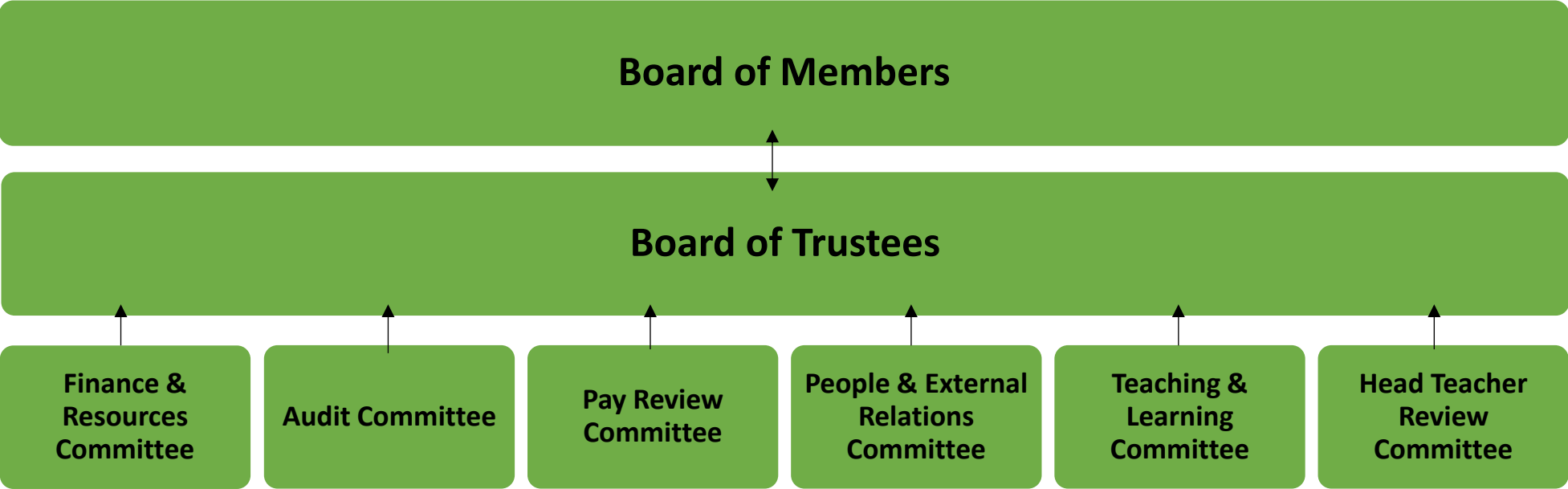
- We are committed to achieving our vision by establishing a culture of success, focusing on the following priorities:
- Developing our students to be strong citizens of our school and community.
- Establishing a culture where our students aspire to be the very best they can be.
- Embedding a curriculum that is broad, enriched, exciting and ambitious for all our students allowing all students the opportunity to follow their chosen study pathway.
- Enabling all students access to a positive teaching and learning environment meeting the needs of all our students.

These key values allow our culture of success to ensure that there are accessible opportunities for all at Cox Green School:

We are committed to achieving our vision by establishing a culture of success, focusing on the following priorities:
- Developing our students to be positive citizens of our school and community.
- Establishing a culture where our students aspire to be the very best they can be.
- Embedding a curriculum that is broad, enriched, exciting and ambitious which encourages & enables all students the opportunity to follow their chosen study pathway.
- Giving students access to a positive teaching and learning environment meeting the needs of all our students, which meets learning & development needs

The purpose of a Scheme of Delegation

A Scheme of Delegation (SoD) is the key document defining which functions have been delegated and to whom, ensuring Members, Trustees, Committees and individuals are clear about who has responsibility for making which decisions in the Trust. (This overarching SoD, covering all decision-making in the Trust, should not be confused with the written Scheme of Delegated Financial Authority, referred to in the Academies Financial Handbook.)

Board of Members

Board of Trustees

Finance & Resources Committee	Audit Committee	Pay Review Committee	People & External Relations Committee	Teaching & Learning Committee	Head Teacher Review Committee

Review

The SoD will be reviewed annually by the Board of Trustees with revisions made as the context changes, if necessary.

Governance structure and lines of accountability

The Board of Trustees delegate responsibility for the day to day running of the Academy to the Headteacher. The Board of Trustees will hold the Headteacher to account for the performance of the Academy. The Headteacher in turn holds other members of the Senior Leadership Team (SLT) to account through 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 of Trustees on the performance of the Academy, and this will be supplemented by reports from the Board of Trustees' Committees and individual Trustees with any delegated responsibilities.

The Headteacher is performance managed by the Board of Trustees.

The Role of the Members

The Members of the Trust have a different status to Trustees. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Board of Trustees submits an annual report on the performance of the Trust to the Members *(at Cox Green this is the Trustees report and financial statements).* Members are also responsible for approving any amendments made to the Trust's Articles of Association.

The Members of the Academy Trust shall comprise:
    a. the signatories to the Memorandum (until such time as they cease to be a Member);

    b. and any person appointed under Article 15A,

provided that at any time the minimum number of Members shall not be less than three (although the DfE preference is for five) and there must be a majority of Members who are not also Trustees.

The Role of the 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. Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably.

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 Delegated Financial Authority that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction.
2. Hold the senior executive leaders to account for the educational performance of the trust and its pupils, and the performance management of staff.
3. 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.

The Role of Board of Trustees' 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 membership will be at least three Trustees (although non-Trustees are permitted to be members provided Trustees are the majority) and

the responsibilities of the Committees shall be set out in the Committees' terms of reference. It is usual for the Trust Board to appoint Board Committee Chairs and Committee members according to their skills.

The Academies Financial Handbook 2023 makes it clear that the Trust must establish an audit and risk committee, appointed by the Board of Trustees. This can be part of a Finance Committee where Trust's income is below £50m.

S3.8 of the Academies Financial Handbook 2023 states that the Audit and Risk Committee must:

- oversee and approve the trust's programme of internal scrutiny
- ensure that risks are being addressed appropriately
- report to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks.

The role of the Academy 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 (SLT) of the Academy Trust. The Headteacher will delegate management functions to the SLT and is accountable to the Trust Board for the performance of the SLT.

Board of Trustees 2023-2024

Chair of Trustees: Peter Thorn
Vice-Chair of Trustees: Wen-Lan Richard
Chair Finance & Resources Committee: Peter Thorn
Chair Audit & Risk Committee: George Holder
Chair Teaching & Learning Committee: Wen-Lan Richard
Chair People & External Relations Committee: Carole Moore
Chair Headteacher Appraisal Committee: Peter Thorn
Chair Pay Committee: Peter Thorn

Delegation planner

The Key below outlines the 5 levels of decision-making and the actions which are permissible for the decisions shown on the subsequent pages.

Key	
Level 1: Board of Members	
Level 2: Board of Trustees	
Level 3: Board Committee	
Level 4: Individual Trustee or Company Secretary	
Level 5: Headteacher (Accounting Officer)	
A	**Accountable** for decision making (and approver). Delegates the task
R	**Responsible** for the delivery, does the work to achieve the task
C	**Consulted** as important stakeholders or have relevant specialist knowledge
Highlighted	Statutory expectation or necessary to comply with Articles of Association or Funding Agreement

		Delegation				
	Decision	**Board of Members**	**Trustees / Full Board**	**Committee**	**Individual Trustee / Company Secretary**	**Headteacher (Chief Accounting Officer)**
BOARD BUSINESS						
Governance Framework: People	Members: appoint/remove	A/R				
	Trustees: appoint/remove	A/R	A/R			
	Elect Chair and Vice-Chair of Board of Trustees		A/R			
	Appoint/remove committee chairs		A/R	C		
	Establish and review (annually) Governance structure for the trust		A/R			
	Parent trustee: appoint when elected		A/R			
	Appoint and remove Governance Professional to Board and Committees Clerk to Board.		A/R			
	Agree named safeguarding Trustee		A/R			
	Agree named SEND Trustee Lead		A/R			

	Decision	Delegation				
		Board of Members	Trustees / Full Board	Committee	Individual Trustee / Company Secretary	Headteacher (Chief Accounting Officer)
Governance Framework: Structures	Agree named Careers Trustee Lead		A/R			
	Agree Committee Terms of Reference		A/R	C		
	Complete annual review of Scheme of Delegation		A/R			
	Register of all interests, business, pecuniary, for Members/Trustees: establish and publish		A/R			
	Articles of association: review		A/R			
	Articles of association: ratify	A/R				
	Complete annual trust board self-review		A/R			
	Publish governance arrangements on the Trust and school website		A		R	
	Ensure Trust website is compliant and effective - 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			R
	Submit Annual Report on the performance of the Trust to members and publish (		A/R		C	R
	Organise calendar dates of Trust Board and Committee meetings		A/R			C
	Annual schedule of business (Year Planner) for trust board: agree		A		R	C
Governance Framework: Evaluation	Chair's performance: carry out 360: review annually		A/R			
	Annual self-review of trust board and committee performance	A	R	C		C
	Skills audit: complete and recruit to fill gaps		A/R			
	Succession plan		A/R	C		C
	Commission external review of board effectiveness every 3 years	C	A/R			C
VISION AND STRATEGY						

Decision	Delegation				
	Board of Members	Trustees / Full Board	Committee	Individual Trustee / Company Secretary	Headteacher (Chief Accounting Officer)
Governance Framework : Strategic leadership Determine Trust Strategic Plan (3-year plan) 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/R	C		R
Determine Trust Policies which reflect the trust's ethos and values (authority delegated in line with Cox Green School TRUSTEE policies MASTER and Cox Green SCHOOL policies MASTER spreadsheets)		A/R	R		R
Establish Risk Register and conduct regular review		A	R		R
Create Trust 1 year plan (RAP) with KPIs		A	R		R
To decide whether to join or form a multi-academy trust	A	A/R			R
Decide whether to and provide approval to join a MAT	A	R	C		R
Ensure engagement with stakeholders		A	R		R
HUMAN RESOURCES					
Governance Framework: People Headteacher/Accounting Officer: Appoint, suspend, return after suspension and dismiss		A/R			
Conduct headteacher performance management		A	R (Panel)		
Agree Headteacher pay and reward		A	R (Panel)		
Review and agree staff appraisal procedure and pay progression		A			R
Determine Academy staffing structure		A			R
Establish and agree Pay Policy, terms and conditions of employment		A	C		R
Determine disciplinary and capability policies		A			R
Implement disciplinary and capability procedures - staff		A			R
Redundancy of staff		A	C		R
Restructuring of staff		A	C		R

	Decision	Delegation				
		Board of Members	Trustees / Full Board	Committee	Individual Trustee / Company Secretary	Headteacher (Chief Accounting Officer)
Governance Framework: Accountability	Suspension of staff		A			R
	Appoint teaching staff		A			R
	Appoint non-teaching staff		A			R
	Dismiss Staff		A	A/R(Panel)		R (Deputy Head where conflict of Interest)
	Approval of exit payments/early retirement/pension discretion (above a certain threshold – refer to Academies Handbook)		A			C
	EDUCATION					
Governance Framework: Accountability for Education Standards	Ensure a broad and balanced curriculum is in place		A	C		R
	Embed agreed curriculum and enrichment offer within the day-to-day operation of the academy trust					A/R
	Delivery of curriculum					A/R
	Ensure high standards of teaching and learning		A	C		R
	Agree enrichment/extra-curricular offer including any additional services required		A	C		R
	Production and Analysis of educational data (Governance Handbook Section 3.4)		A	C		R
	Agree school behaviour policy		C	C		A/R
	Implement school behaviour policy					A/R
	To review all permanent exclusions and fixed term exclusions where the pupil is either excluded for ore than 15 days in a term or would lose the opportunity to sit a public examination.		A/R	R (Panel)		

Decision	Board of Members	Trustees / Full Board	Committee	Individual Trustee / Company Secretary	Headteacher (Chief Accounting Officer)
Pupil Exclusions procedures agreed/managed					
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			R
Admissions Appeals process		A			R
Academy uniform Policy		A			R
Trust/Academy logo and branding		A	C		R
Determine Complaints policy		A/R	C		C
Implement complaints procedures		A/R	R		R
To determine whether to publish a home school agreement (not statutory)		A			R
To publish and update at least annually a SEN information report (meeting requirements set out in the Children and Families Act 2014 and statutory guidance on the SEND code of practice)		A/R	C		R
To set the times of school sessions and the dates of school terms and holidays		A	C		R
Delivering careers guidance , with regards to statutory requirements (Governance Handbook section 6.59)		A	C		R
STATUTORY AND CONTRACTUAL REQUIREMENTS					
Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		A	R	R	R
To produce and maintain a central record of recruitment and vetting checks		A		R	R

	Decision	Board of Members	Trustees / Full Board	Committee	Individual Trustee / Company Secretary	Headteacher (Chief Accounting Officer)
			Delegation			
Governance Framework: Compliance	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 *Prevent* duty into the child protection policy		A	R	R	R
	Reporting arrangements for progress on key priorities: agree academic performance targets		A	C		R
	To ensure that health and safety regulations are followed		A			R
	Ensure that school lunch nutritional standards are met		A	C		R
	Maintain a register of pupil attendance		A	R		R
	Ensure Compliance with Equalities legislation (Governance Handbook Section 6.4)		A/R	R		R
	Setting Safeguarding policies (safeguarding and child protection, Prevent, looked after children, safer recruitment) (Governance Handbook Section 6.8)		A	R		R
	Setting Trust safeguarding practices, with regard to statutory guidance, including appointing designated safeguarding lead (Governance Handbook Section 6.8)		A	C		R
	Carrying out disclosure and DBS checks		A			R
	Delivering support for looked after children (Governance Handbook Section 6.5.13)		A			R

	Decision	Delegation				
		Board of Members	Trustees / Full Board	Committee	Individual Trustee / Company Secretary	Headteacher (Chief Accounting Officer)
	Make sure the school complies with the Freedom of Information Act 2000		A			R
	Make sure the school complies with the UK General Data Protection Regulation (UK GDPR)		A	C		R
	Make sure appropriate filtering and monitoring systems are in place to protect pupils when they access the internet at school		A			R
FINANCE AND ESTATES						
Governance framework: **Accountability for financial performance**	Appoint and performance manage chief financial officer		A			R
	Establish and review Trust's scheme of financial delegation: establish and review		A	C		R
	Appoint and remove external Auditors	A/R	C			
	Receive External auditors' report	A/R				
	Action recommendations made by external auditors		A		R	R
	Agree budget plan to support delivery of Trust strategic priorities		A	R		R
	Monitor Trust Budget and cashflow		A	R		R
	Submit ESFA required reports and returns		A			R
	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice		A	C		R

Decision	Delegation				
	Board of Members	Trustees / Full Board	Committee	Individual Trustee / Company Secretary	Headteacher (Chief Accounting Officer)
Carry out benchmarking and value for money evaluation – ensure robustness		C			A/R
Agree reporting and monitoring arrangements for Trust		A	C		R
Approve estate vision, strategy and asset plan.		A/R			C
Monitor school estate to ensure it is safe and well maintained		A	R		R
Member/Trustees expenses policy: approve		A	R		
Develop trust procurement strategies and efficiency savings programme		A	R		
To agree annual action plans/reports/impact statements 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)		A	R		R
Buildings insurance and personal liability		A			R

Governance Handbook Academy Trusts and Maintained Schools Oct 2020 : Governance Handbook 2019 (publishing.service.gov.uk)

Academy Trust Handbook 2023 : https://assets.publishing.service.gov.uk/media/64f1e2a99ee0f2000fb7bdbf/ATH_2023_FINAL_010923.pdf