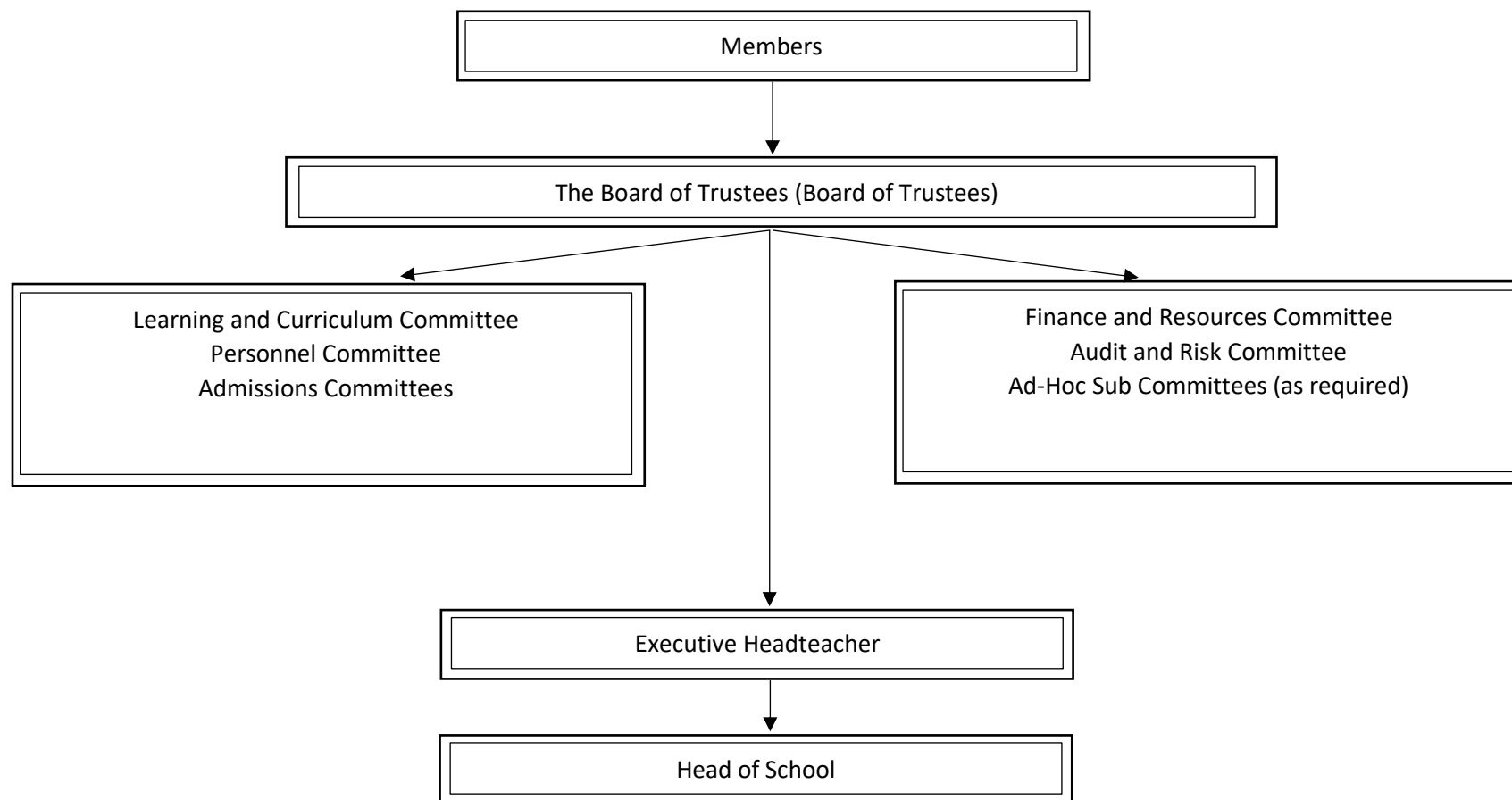


Great Marlow School (Single Academy Trust) – Scheme of Delegation (October 2023)

Governance Structure and Lines of Responsibility



The Board of Trustees delegates responsibility for the day-to-day leadership and running of the Academy to the Executive Headteacher. The Board of Trustees will hold the Headteacher to account for the performance of the Academy. The Executive Headteacher in turn holds other members of the senior leadership team, including the Head of School to account by line managing them. Whilst the Board of Trustees cannot ever delegate

its accountability, it can delegate some of the detailed scrutiny, oversight, and decision-making to sub-committees of the Board of Trustees or to the Executive Headteacher, Head of School and Leadership Team.

The Headteacher will report to the Board of Trustees on the performance of the Academy, although this will be supplemented by the monitoring of committees and individual Trustees with any delegated responsibilities. The performance of the Headteacher is managed by the Board of Trustees.

Roles and Responsibilities

The Role of the Members

The members of the Academy have a different status to Trustees. The Members appoint Trustees to ensure that the Academy's charitable objects are 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 Academy to the Members. Members are also responsible for approving any amendments made to the Academy's Articles of Association (a document which outlines the governance structure and how the Academy will operate). The Articles of Association also describe how Members are recruited and replaced, how many of the Trustees the Members can appoint to the Board of Trustees and the numbers and categories of other types of Trustee.

The Role of Trustees

The Academy 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', 'directors' and 'Trustees' are often used interchangeably. The Board of Trustees (and the Trustees individually) 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.

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The Board of Trustees is legally responsible and accountable for all statutory functions, for the performance of the Academy, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements (the Financial Procedures Manual). In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction;
2. Hold the Headteacher and senior leadership team to account for the educational performance of the Academy and their pupils, and the performance management of staff;
3. Oversee the financial performance of the Academy 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, subject to the Articles of Association and the Funding Agreement, which includes removing delegation.

The Role of Committees

The Trustees have established five standing committees; Learning and Curriculum Committee, Personnel Committee, Finance and Resources Committee, Audit and Risk Committee, and Admissions Committee to carry out some of its governance functions which may include making decisions and any decisions made will be deemed decisions of the Board of Trustees. The Committees keep the Board of Trustees informed of the decisions they have taken by submitting minutes of their meetings to the Board of Trustees and by appropriate discussions by the Committee members at Board of Trustees meetings. The membership of committees is set out in each committee's terms of reference as approved by the Board of Trustees.

In addition, there are occasional committees established by the Board of Trustees which meet as and when needed. These include Student Disciplinary Committee, Staff Discipline and Conduct Committee, Staff Appeals Committee and Complaints Panel.

The Role of the Executive Headteacher

The Executive Headteacher has the delegated responsibility for the day to day leadership and operation of the Academy. The Headteacher is the Accounting Officer and has overall responsibility for the operation of the Academy's financial responsibilities to ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The Executive Headteacher leads the Head of School and Senior Leadership Team (SLT) of the academy. The Headteacher will delegate management functions to the Head of School and the SLT and is accountable to the Board of Trustees for the performance of the Head of School and the SLT.

Relationship between the Academies Trust Handbook 2023 and the Financial Procedures Manual (GMS)

This Scheme of Delegation supplements the Academies Trust Handbook 2023, in the event of any inconsistencies between this document and the Financial Procedures Manual (GMS), the former document will take precedence.

Summary Scheme of Delegation

The table below summarises the Scheme of Delegation as approved by the Full Board of Trustees. It should be read using this key.

X	Action to be undertaken at this level
A	Provide advice and support to those accountable for decision making
<>	Direction of advice and support
Where items are under the Executive Headteacher’s responsibilities these may be delegated by the Executive Headteacher to the Head of School or the SLT	

Area	Responsibility	Members	Board of Trustees	Committee	Executive Headteacher
People	Members: Appoint/Remove	X			
	Trustees: Appoint/remove	X	X		
	Role descriptions for members	X			
	Roles descriptions for trustees/chair/specific roles/committee members: agree		X	<A	
	Parent Trustee: elected		X		
	Committee chairs: appoint and remove		X		
	Clerk to the Board of Trustees: appoint and remove			X	

Area	Responsibility	Members	Board of Trustees	Committee	Executive Headteacher
Systems and Structures	Articles of Association: agree and review	X	<A	<A	<A
	Governance structure (committees) for the Academy: establish and review annually		X	<A	
	Terms of reference for committees (including audit, and scheme of delegation): agree annually		X	<A	
	Annual skills audit: complete and recruit to fill gaps		X		
	Annual self-review of Board of Trustees and committee performance: complete annually	X	X		
	Chair's performance: carry out 360 review periodically		X		
	Succession planning		X	<A	
Reporting	Academy governance details on website		X	<A	X
	Register of all interests, business, pecuniary, loyalty for members/trustees: establish and publish		X		X
	Annual report on performance of the Academy: submit to Members and publish		X	<A	
	Annual Report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		X	<A	<A
	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				X
	To publish and update at least annually a SEN information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014)		X	X	X

Area	Responsibility	Members	Board of Trustees	Committee	Executive Headteacher
Being Strategic	Determine the Academy's ethos and values and set policies which reflect them		X	<A	X
	Academy's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured		X	<A	<A
	To annually determine admission arrangements and to carry out consultation where changes are proposed, or where the Board of Trustees has not consulted on their arrangements in the last seven years.		X	<A	<A
	Ensure that a School Strategic Plan is in place and reviewed annually		X	<A	<A
	Approve the Admission Policy		X		<A
	Ensure a broad and balanced curriculum is in place		X	X	X
	To set the times of school sessions and the dates of school terms and holidays		X		
	Agree enrichment/extra-curricular offer including any additional services required				X
	To establish and agree a Pay policy		X	X	X
	Management of risk: establish register, review and monitor		X	X	X
	Engagement with stakeholders	X	X	X	X
	Executive Headteacher: Appoint and dismiss		X		
	Head of School, Deputy Headteacher(s), Commercial and Operations Director (SLT): Appoint and Dismiss		X		
	To decide whether to join or form a multi-academy trust	X	X		<A
	Budget plan to support delivery of Academy key priorities: agree		X	<A	X
	Academy staffing structure: agree		X	<A	X
	Appoint teaching staff				X
	Appoint LT other than SLT			<A	X
	Appoint non-teaching staff				X

Area	Responsibility	Members	Board of Trustees	Committee	Executive Headteacher
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		X	<A	<A
	To produce and maintain a single central record of recruitment and vetting checks				X
	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		X	<A	X
	Reporting arrangements for progress on key priorities: agree		X	X	<A
	Performance management of the Headteacher: undertake			X	
Holding to account (cont.).	Performance management of staff: undertake			<A	X
	Determine policies for addressing staff discipline, conduct and grievance		X	X	X
	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.			X	
	To ensure that health and safety regulations are followed				X
	Maintain a register of pupil attendance				X
	To ensure provision of free meals to those pupils meeting the criteria				X

Area	Responsibility	Members	Board of Trustees	Committee	Executive Headteacher
Ensuring Financial Probity	Ensure that the Academy complies with all relevant Laws, regulations and guidelines				X
	Academy's scheme of financial delegation: establish and review		X	<A	<A
	External auditors' report: receive and respond		X	<A	<A
	Headteacher pay award: propose and agree		X	<A	
	Staff appraisal procedure and pay progression: monitor and agree			X	X
	Benchmarking and Academy value for money: ensure robustness		X	<A	<A
	Develop Academy procurement strategies and efficiency savings programme			X	<A
	To approve the first formal budget plan each financial year		X	<A	
	To agree annual action plans and monitor how school premiums are spent (i.e. service premium and the pupil premium)		X	X	<A
	To establish and agree charging and remissions policy		X	X	<A
	Buildings insurance and personal liability			X	X