



## THE COTSWOLD SCHOOL ACADEMY TRUST SCHEME OF DELEGATION 2023-24

### Governance Requirements

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. All boards, no matter what type of schools or how many schools they govern, have 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; and
- Overseeing the financial performance of the organisation and making sure its money is well spent.

All boards are required to publish a scheme of delegation to explain their governance arrangements.

### Governance Structure

An academy trust is a charitable company limited by guarantee. It is an independent legal entity with whom the Secretary of State has decided to enter into a funding agreement on the basis of agreeing their Articles of Association with the Department for Education.

All academy trusts, as charitable companies, have both Trustees and Members.

Members who have a similar role to the shareholders in a company limited by shares. Most notably they are signatories to the Articles of Association which includes definition of the trusts' charitable object and governance structure (where they are founding Members);

Trustees are both charity trustees and company directors of the academy trust. The board of Trustees manages the business of the academy trust and may exercise all the powers of the academy trust. The board should focus strongly on the three core functions of governance set out above. The Trustees must ensure compliance with the trust's charitable objects and with company and charity law. The board of Trustees signs off the annual accounts and is responsible for adherence to the trust's funding agreement with the Secretary of State.

It is the Trustees who are therefore responsible for the trust's accountability to Parliament and to the Secretary of State as the Principal Regulator of academies as exempt charities. It is therefore essential for the board of trustees to think carefully about how to use their powers to delegate functions and decisions to committees or individuals to ensure compliance with the trust's charitable objects and with company and charity law.



## **Governor Responsibilities**

As trustees, Governors need to understand the statutory requirements placed upon them under company law and as trustees of a charity.

As Directors they need to act within their powers; promote the success of the company; exercise independent judgment; exercise reasonable care, skill and diligence; avoid conflicts of interest; not to accept benefits from third parties; and declare any interest in proposed transactions or arrangements.

Under Charity Law, the Trustee need to ensure the charity is carrying out its purposes for the public benefit; comply with the charity's governing document and the law; act in the charity's best interests; manage the charity's resources responsibly; act with reasonable care and skill; and ensure the charity is accountable.

Governors therefore need:

- an understanding of their responsibilities under education and employment legislation and where applicable, charity and company law and all other legal duties;
- plans to ensure that key duties are undertaken effectively across the academy such as safeguarding, inclusion, special education needs and disability (SEND), and monitoring and oversight of the impact of pupil premium and other targeted funding streams;
- and awareness of the requirements of the Education Funding Agency's (EFA) Academies Financial Handbook (AFH) and the trust's funding agreement and articles of association; and an
- an understanding of, and adherence to, responsibilities under the Equalities Act, promoting equality and diversity throughout the organisation including in relation to its own operation;
- an appropriate governance structure in place to deliver the trust's charitable objects and ensure compliance with company and charity law.

The following scheme of delegation explains the governance arrangements for The Cotswold School Academy Trust.



Business Functions	Core Activity	Reporting Committee	Chair of Committee	Delegation of Authority			Specific Governor Areas
				Committee	Principal	CFO	
Strategy and Vision	Organisation	FGB	Mr Andrew Parker				
	Governance	FGB			SDP		
Pupils	Admissions	Admissions	Convened as required	Y			<i>Child Protection Officer</i>
	Pupil Behaviour	Pupil Behaviour	Convened as required	Y	Y		
	Pupil Welfare	Welfare and Wellbeing	Mrs Rachel Havill	Y	Y		
Education	Planning	Teaching and Learning Welfare & Wellbeing (PSHE/SRE)	Mrs L Morrison Mrs Rachel Havill	Y	Y		<i>SEN; School Council Link; Careers; E-Safety; Closing the Gap</i>
	Extended Schools			Y			
	Parent Engagement			Y	Y		
	Religious Education				Y		
	Curriculum			Y	Y		
HR	Staffing	FGB	Mr Andrew Parker				<i>Principal Performance Management; CFO appointment; Wellbeing</i>
	Pay and Performance	Pay and Performance	Convened as required	Y	Y		
	Staff Grievances	Staff Grievances	Convened as required	Y			
Finance	Budgetary Control	Finance and Audit	Mr Benjamin Backhouse	Y	Y	Y	
	Purchases			Y	Y	Y	
	Income			Y	Y	Y	
	Assets			Y	Y	Y	
	Accounts and Audit			Y	Y		
	Risk Management			Y	Y		
Premises	Premises	Premises	Mr Daniel Souch	Y	Y	Y	
	Health and Safety			Y	Y		
	Community			Y	Y	Y	



## DELGATED RESPONSIBILITIES (ALIGNED TO COMMITTEE TERMS OF REFERENCE)

<b>ADMISSIONS</b>		
<b>FULL GOVERNING BODY</b>	<b>ADMISSIONS COMMITTEE</b>	<b>PRINCIPAL</b>
To set Admissions Policy (and consult annually)	To implement the Admissions Policy	
To set attendance targets	To appeal against Local Authority directions to admit pupil(s)	

<b>PUPIL BEHAVIOUR</b>		
<b>FULL GOVERNING BODY</b>	<b>PUPIL DISCIPLINE COMMITTEE</b>	<b>PRINCIPAL</b>
To decide a discipline policy	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions (and fixed term exclusions where necessary)	Principals have powers to search, with or without consent, a pupil whom they reasonably suspect is carrying a knife or other weapon.
To review the overall pattern and use of exclusions within the school.	To direct reinstatement of excluded pupils	To exclude a pupil for one or more fixed terms (not exceeding 45 days in total in a year) or permanently
		To monitor and review pupil attendance
		To implement parent contracts
		To decide whether parenting contracts should form part of the school's attendance policy

<b>PUPIL WELFARE</b>		
<b>FULL GOVERNING BODY</b>	<b>WELFARE &amp; WELLBEING COMMITTEE</b>	<b>PRINCIPAL</b>
To decide whether to appoint a designated governor for Safeguarding Children or to retain as a full governing body task	To carry out annual review of Safeguarding Children and Child Protection policy and procedures and report to the Local Authority	To ensure that school policy and procedure for Looked After Children are consistent with measures set out in the statutory guidance.
	To ensure the policies and practices underpin and actively promote the wellbeing of pupils	To ensure that pupil wellbeing is at the forefront of school policy and practice



<b>EDUCATION PLANNING</b>		
<b>FULL GOVERNING BODY</b>	<b>TEACHING AND LEARNING /WELFARE &amp; WELLBEING COMMITTEES</b>	<b>PRINCIPAL</b>
To ensure that recommendations following OFSTED inspection are incorporated into the School Plan	To monitor their aspects of performance against the School Development Plan overall.	To prepare and review a strategy for school improvement on the following outcomes: (1) Stay Safe (2) Be Healthy (3) Enjoy and Achieve (4) Achieve economic wellbeing (5) Make a positive contribution
To agree priorities for the School Plan	To monitor their aspects of the School Development Plan overall	To implement the School Plan
To approve School Plan	Agree a policy and protocol for governor visits to the school, to receive reports on such visits and to discuss relevant issues raised during the visits	

<b>EXTENDED SCHOOLS</b>		
<b>FULL GOVERNING BODY</b>	<b>TEACHING AND LEARNING /WELFARE &amp; WELLBEING COMMITTEES</b>	<b>PRINCIPAL</b>
To decide to offer additional activities under extended schools provision – or to cease provision	To monitor progress towards SDP curriculum/welfare and wellbeing targets and report key findings to the full governing body.	To research and review the opportunities/challenges arising from extended school provision (from a pupil learning perspective)
		To put into place additional services provided.
		To ensure delivery of services provided.
		To research and review the opportunities/challenges arising from extended school provision (from a premises and resources perspective)

<b>PARENT ENGAGEMENT</b>		
<b>FULL GOVERNING BODY</b>	<b>TEACHING AND LEARNING COMMITTEE</b>	<b>PRINCIPAL</b>
To publish the School Prospectus	To monitor the effectiveness of the schools approach to parent engagement	To adopt and review home-school agreements
		To ensure that school lunch nutritional standards are met.



<b>RELIGIOUS EDUCATION</b>		
<b>FULL GOVERNING BODY</b>	<b>TEACHING AND LEARNING COMMITTEE</b>	<b>PRINCIPAL</b>
		To provide RE in line with school's basic curriculum (Implementation)
		To ensure provision of RE in line with school's basic curriculum.
		In all maintained schools to ensure that all pupils take part in a daily act of collective worship (after consulting GB)

<b>CURRICULUM</b>		
<b>FULL GOVERNING BODY</b>	<b>TEACHING AND LEARNING/WELFARE &amp; WELLBEING COMMITTEES</b>	<b>PRINCIPAL</b>
To set and publish targets for pupil achievement	To monitor progress towards SDP targets for pupil achievement and report key findings to the full governing body	To ensure a broad and balanced curriculum is taught to all pupils (monitoring curriculum)
	To monitor the effectiveness of the school's approach to encompassing the Prevent agenda within relevant school policies	To draft curriculum policy
		To implement curriculum policy
		To ensure that the school meets for 380 sessions in a school year.
		To ensure that the curriculum contributes to community cohesion
		To decide which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside school day)
		To ensure that only approved external qualifications and syllabuses are offered to pupils of compulsory school age.
		To monitor standards of teaching
		To take responsibility for individual child's education
		To prohibit political indoctrination and ensuring the balanced treatment of political issues
		To review and amend curriculum policies
		To review (amend) and monitor the school's SEN policy.
		To discharge other duties in respect of pupils with special educational needs.
		To review (amend) and monitor the governing body's other policies to ensure inclusion (in regard to gender, social disadvantage, race equality and disability discrimination).



		To approve off-site visits and activities of up to 1 day
		To approve off-site visits and activities of more than 24 hours or which involve a hazardous pursuit or journey by air or sea.
		To ensure that the school appoints a Special Educational Needs Coordinator (SENCO)

<b>TEACHING AND LEARNING COMMITTEE POLICIES</b>	<b>WELFARE AND WELLBEING POLICIES</b>
Access Arrangements	Anti-bullying
Accessibility Plan	Attendance
Admissions - Sixth Form	Behaviour, Promoting Positive
Careers	Drugs
Collective Worship	Equality & Diversity
Cover	e-Safety & Social Media
Duty	Exclusions
Examinations	Physical Intervention
Highly Able	Safeguarding and Child Protection
Induction of NQTs/ Early Career Framework	School Uniform policy
Library	Self-harm Policy
Literacy	Sex & Relationship Education
Numeracy	Supporting Medical Needs
Preventing Underachievement in Key Groups	Transgender
Remote learning	Wellbeing
SEND & Inclusion	
Teaching and Learning	
Trips	



<b>STAFFING</b>		
<b>FULL GOVERNING BODY</b>	<b>PAY COMMITTEE</b>	<b>PRINCIPAL</b>
To develop, review and oversee implementation of the governing body's personnel policies (with reference to Local Authority policies and guidance)		
To approve applications for early retirement, secondment and leave of absence not covered by local agreements		
To appoint Principal (on recommendation of selection panel)		
To appoint Vice Principals (on recommendation of selection panel)		
To agree whether or not the Director of Children's Services/diocesan authority should have advisory rights		
To agree disciplinary/capability procedures NB Will usually be based on Local Authority models agreed with unions		
To consider and award a discretionary payment not exceeding 25% of Principal's salary as 6.2.7 of Pay Policy		

<b>STAFF GRIEVANCE</b>		
<b>FULL GOVERNING BODY</b>	<b>PAY COMMITTEE</b>	<b>PRINCIPAL</b>
FGB Chair: To suspend Principal	To dismiss Principal (GB must act through Staff Grievance Committee)	
FGB Chair: To end suspension (Principal)		
FGB Chair: To end suspension (except Principal)		





<b>STAFF PERFORMANCE MANAGEMENT</b>		
<b>FULL GOVERNING BODY</b>	<b>PAY COMMITTEE</b>	<b>PRINCIPAL</b>
To implement the performance management of Principal	To review and approve the performance management, absence and pay policies.	To ensure that the performance management for teaching and support staff is processed by the appropriate deadlines.
	To process the performance management and also award pay progression of the Principal and Senior Leadership Team.	To implement disciplinary procedures
	The committee will have full delegated powers to take all decisions relating to pay in accordance with the approved Pay Policy.	To implement the performance management of staff
		To draft and review a policy on absence management.
		To agree and monitor a training strategy for teachers, support staff and governors.
		To appoint other teachers
		To appoint non-teaching staff outside the leadership group

<b>PAY COMMITTEE POLICIES</b>	
Admissions	Maternity Policy Support Staff
Appraisal & Performance Management	Maternity Policy Teaching Staff
Authorised Special Leave Policy	Paternity Leave Birth and Adoption Support Staff
Capability	Paternity Leave Birth and Adoption Teaching Staff
Code of Conduct & Confidential Reporting Procedure (Whistle Blowing) for all staff	Pay Policy
Complaints	Performance Management Support Staff
Conduct and Procedures	Redundancy policy
Data Protection - Employees	Safer recruitment
Flexible working	Shared Parental Leave
Freedom of Information	Sickness Absence
GDPR – (incorporated in Data Protection and Freedom of Information)	Staff Attendance
Grievance	



<b>BUDGETARY CONTROL</b>			
<b>FULL GOVERNING BODY</b>	<b>FINANCE COMMITTEE</b>	<b>PRINCIPAL</b>	<b>CFO</b>
	To consider the academy's indicative funding, notified annually by the <b>ESFA</b> , and to assess its implications for the academy, in consultation with the Principal, in advance of the financial year, drawing any matters of significance or concern to the attention of the governing body		
To approve the annual Academy budget at least two months prior to the start of each financial year.	Reviewing the annual Academy budget prior to the start of each financial year and recommending its acceptance, or otherwise to the Governing Body.		Preparing an annual draft budget plan for consideration by the Finance Committee and Governing Body before the start of the relevant financial year.
Considering budgetary control reports from the Finance Committee at every meeting, with relevant explanations and documentation where required.	Considering budgetary control reports on the Academy's financial position at every meeting, taking appropriate action to contain expenditure within the budget and report to the Governing Body.	Ensuring the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with the Financial Regulations.	Maintaining proper records of account and reviewing monthly bank reconciliations.
	Reporting to the Governing Body all significant financial matters and any actual or potential overspending.	Reviewing income and expenditure reports and highlighting actual or potential overspending to the Finance and Audit Committee.	Monthly monitoring of expenditure and income against the approved budget and submitting reports on the Academy's financial position to every meeting of the Finance and Audit Committee. Any actual or potential overspending shall be reported to the Finance and Audit Committee.
	To establish and review ordering and payment systems	To monitor monthly expenditure.	
	To determine staff complement and key performance indicators	Approving new staff appointments within the authorised establishment.	Notifying the payroll provider of any matters affecting payments to employees.
		Certifying the payment of salaries each month, in conjunction with the Chief Financial Officer.	Ensuring that the monthly payroll is checked, and certifying it for payment in conjunction with the Principal.
Authorisation of the write off of debts not collectable (the Secretary of State's prior approval is also required if debts to be	To approve the writing off of irrecoverable debts up to £1,000 and the disposal of surplus and damaged equipment.	To approve/make payments according to approved system	



written off are above the value set out in the annual funding letter).			
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INCOME			
FULL GOVERNING BODY	FINANCE COMMITTEE	PRINCIPAL	CFO
	To approve hiring policy and charges		Ensuring that all income is accurately accounted for and is promptly collected and banked intact.
	To monitor income and expenditure of the Cotswold School Charity Account and consider and award annually projects to the benefit of the whole school.	To actively seek additional income streams through sponsorship, grants and other funding opportunities	To actively seek additional income streams through sponsorship, grants and other funding opportunities

PURCHASING			
FULL GOVERNING BODY	FINANCE COMMITTEE	PRINCIPAL	CFO
Maintenance of a Register of Business Interests for all Governors and those Academy staff with financial responsibilities.			
Authorisation of the advertising of tenders <b>above £100,000</b> , and authorising the award of such tenders.	Authorising the award of orders and contracts <b>over £15,000 and up to £100,000.</b>	Authorising orders and contracts over <b>£10,000 and up to £15,000</b> in conjunction with the Chief Financial Officer.	Authorising orders and contracts over £1,000 and up to £10,000 in conjunction with Budget Holders.
Tenders other than the most financially favourable, or late tenders, can only be accepted by the Governing Body who shall minute the reasons for their decision.	To ensure that the school obtains value for money via contracts and purchasing	Ensuring that all contracts and agreements conform to the Financial Regulations.	Maintaining a register of formal contracts entered into, amounts paid and certificates of completion.
			Retention of quotes obtained for goods, works and services.
			Ensuring that all correct invoices are duly certified by authorised staff before payments are made and that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.
			Ensuring the appropriate division of duties between staff responsible for



			processing orders, receiving deliveries and processing payments.
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<b>ASSETS</b>			
<b>FULL GOVERNING BODY</b>	<b>FINANCE COMMITTEE</b>	<b>PRINCIPAL</b>	<b>CFO</b>
Authorisation of the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value in <b>excess of £5,000</b> .	Authorising the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value of <b>up to £5,000</b> and reporting such authorisations to the Governing Body.		
	Ensuring that there are annual independent checks of assets and the asset register.	Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc under his/her control.	Maintaining a permanent and continuous register of all items of furniture, equipment, vehicles and plant.
	Ensuring that arrangements for insurance cover are in place and adequate.		Notifying the Finance and Audit Committee on any eventuality that could affect the Academy's insurance arrangements.
			Maintaining the standards of control for such systems in operation within the Academy to include the use of properly licensed software, and for the security and privacy of data in accordance with the Data Protection Act.

<b>ACCOUNTS AND AUDIT</b>			
<b>FULL GOVERNING BODY</b>	<b>FINANCE COMMITTEE</b>	<b>PRINCIPAL</b>	<b>CFO</b>
	To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the academy, and with the financial regulations of the <b>ESFA</b> , drawing any matters of concern to the attention of the governing body		



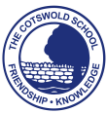
	To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement		
Appointment of external auditors.	To recommend to the full governing body the appointment or reappointment of the auditors of the academy		
	To prepare the financial statement to form part of the annual report of the governing body to parents and for filing in accordance with Companies Act and Charity Commission requirements		
	Reviewing the draft financial statements and highlighting any significant issues to the Governing Body, prior to submission to the Secretary of State by 31 December.	Operation of financial processes within the Academy, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.	
Reviewing the draft financial statements prior to audit and approval of the audited financial statements prior to submission to the Secretary of State by 31 December.	Reviewing the reports on the effectiveness of the financial procedures and control. These reports must also be reported the Governing Body.	Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information.	
Receiving the reports of the external auditor.	To receive auditors' reports and to recommend to the full governing body action as appropriate in response to audit findings	Ensuring that all records and documents are available for audit by the appointed external auditors and other systems of internal control checks.	
Receiving the reports on the use of resources, systems of internal financial control, and discharge of financial responsibilities.	To produce and review/maintain a set of accounting policies, risk register and business continuity plan.	To ensure that school fund is properly audited for presentation to the GB	
Informing the EFA if it suspects any irregularity affecting resources.		To ensure provision of free school meals to those pupils meeting the criteria (where delegated by LA to GB)	
<b>INTERNAL SCRUTINY</b>			
<b>FULL GOVERNING BODY</b>	<b>FINANCE COMMITTEE</b>	<b>PRINCIPAL</b>	<b>CFO</b>
	To deliver an agreed programme of work across the year providing an appropriate level of internal scrutiny across the school, taking into account:		



	<ul style="list-style-type: none"> <li>• risks identified in the risk register</li> <li>• other financial and governance reviews, external audits and investigations</li> <li>• outputs from other assurance activities conducted by third parties including ESFA</li> <li>• reports from previous internal scrutiny as part of the programme of work</li> </ul>		
	To monitor and report on progress in addressing recommendations		
	To ensure information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) completed by the trust is accurate and in compliance with funding criteria		

<b>STRATEGIC REVIEW</b>			
<b>FULL GOVERNING BODY</b>	<b>FINANCE COMMITTEE</b>	<b>PRINCIPAL</b>	<b>CFO</b>
	To contribute to the formulation of the academy's development plan, through the consideration of financial priorities and proposals, in consultation with the Principal, with the stated and agreed aims and objectives of the academy		
	To liaise with and receive reports from the staffing/remuneration and curriculum committees, as appropriate, and to make recommendations to those committees about the financial aspects of matters being considered by them		
	Set Strategic plans for a three to five year period		

<b>FINANCE COMMITTEE POLICIES</b>
Per Policy Schedule:
Accounting Policy
Charging and Remissions Policy
Reserves Policy
Risk Policy



<b>PREMISES</b>		
<b>FULL GOVERNING BODY</b>	<b>PREMISES COMMITTEE</b>	<b>PRINCIPAL</b>
Oversee the development of the school's premises development, asset management, business continuity and maintenance plans	Supervise development of the school's premises development, asset management, business continuity and maintenance plans	Supervise development of the school's premises development, asset management, business continuity and maintenance plans
	Review and ensure the compliance monitoring schedule is up to date	Review and ensure the compliance monitoring schedule is up to date
	Identify priorities for investment in premises and make recommendations to Finance, Audit and Risk Committee to secure funding from the school budget	Identify priorities for investment in premises and make recommendations to Finance, Audit and Risk Committee to secure funding from the school budget
	Make recommendations to Full Governing Body to apply for capital funding for premises from the DfE and/or other sources	Make recommendations to Full Governing Body to apply for capital funding for premises from the DfE and/or other sources
	Ensure effective use of all school facilities	Ensure effective use of all school facilities
	Broaden the range of sporting and recreational options available to students and staff	Broaden the range of sporting and recreational options available to students and staff
	Establish arrangements for keeping premises in a neat and tidy order	Establish arrangements for keeping premises in a neat and tidy order
	Appraise tenderers and recommend contractor appointments to Full Governing Body for premises related issues	Appraise tenderers and recommend contractor appointments to Full Governing Body for premises related issues

<b>HEALTH AND SAFETY</b>		
<b>FULL GOVERNING BODY</b>	<b>PREMISES COMMITTEE</b>	<b>PRINCIPAL</b>
Ensure Health & Safety Policy procedures are in place and are followed	Ensure Health & Safety Policy procedures are in place and are followed	To implement health and safety arrangements
	Ensure appropriate, regular risk assessments are carried out	To ensure that suitable risk assessments are prepared and action taken to minimise risk.
	Ensure compliance with all statutory and regulatory requirements	To monitor accident book and agree appropriate action
		To review security of school premises and equipment.
		To agree level of maintenance service the school will buy from service providers.
		To ensure there is an Accessibility Plan for the school
The school has adequate Business Continuity and Disaster recovery plans in place	To ensure the school has adequate Business Continuity and Disaster recovery plans in place	To ensure the school has adequate Business Continuity and Disaster recovery plans in place



COMMUNITY		
FULL GOVERNING BODY	PREMISES COMMITTEE	PRINCIPAL
		To consider matters relating to the role of the school in the community, including public relations.
		To ensure that the school contributes to community cohesion

PREMISES COMMITTEE POLICIES
Accessibility Plan
Health and Safety Policy
Premises Management Documents
- Asbestos Management
- Compliance and PPM
- H&S Management
Business Continuity Plan