



Lincoln Christ's Hospital School

Scheme of Delegated Authority

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1. Overview

- 1.1 Lincoln Christ's Hospital School is the company formed to establish the academy and is regulated by its Articles of Association.
- 1.2 The Articles of Association also regulate the composition and powers of the Governing Body. It is responsible for the management of the academy and is accountable to the Secretary of State mainly through the requirements laid out in the Funding Agreement. It is the responsibility of each Governor to ensure they understand the responsibilities associated with their role as a Governor and if appropriate, their role as a Director of the Company and as a Trustee of the Company which is a registered charity.
- 1.3 The Governing Body manages the academy on behalf of the Academy Trust. Its key responsibilities are to:
 - ensure the provision of quality educational provision
 - challenge and monitor the performance of the academy through the SEF and the Academy Development Plan (ADP)
 - fulfil the role of critical friend
 - manage the property and finance
 - employ staff
 - co-operate with other staff and institutions.
- 1.4 In accordance with the above responsibilities, the Governing Body should:
 - develop a vision for the Academy
 - recognise and celebrate achievement
 - perform a challenge role in respect of performance of the Academy
 - ensure there are proper HR and performance systems in place for staff
 - provide support and encouragement
 - work with the Headteacher and the Leadership Group to set targets for students in the Academy
- 1.5 In all matters the Governing Body retain ultimate responsibility for the management and affairs of the Academy, however it is able to form committees with delegated authority to manage key activities on behalf of the Governing Body.
- 1.6 It is for the Governing Body to determine the appropriate committee structure for the Academy and the powers and functions to be delegated to each committee, a governor holding executive office or to the Headteacher.
- 1.7 The Governing Body specifically cannot delegate:
 - Appointment or removal of Chair or Vice Chair
 - Appointment of Governors
 - Suspension of Governors
 - Delegation of functions
 - Establishment of committees
 - Appointment of Responsible Officer
- 1.8 There are a number of functions that can be delegated to a committee but cannot be delegated to an individual including those that relate to:
 - agreeing the first Annual Budget for each financial year
 - agreeing academic targets
 - agreeing Academy discipline policies

- the exclusion of a student (except in an emergency when the Chair of Governors has the power to exercise this function)
 - admissions
- 1.9 Any committee to which delegated responsibilities have been assigned must report to the next meeting of the full Governing Body in respect of any action taken or decisions made.
- 1.10 The Governors appoint the Headteacher. The Governing Body, with the support of the Headteacher, appoints the Deputy Headteachers.
- 1.11 The Governing Body have agreed that the Headteacher will have executive responsibility for the Academy's activities, including strategic direction and all personnel and financial activities.

2. Committees

- Co-ordinating Committee
- Finance
- Property and Premises
- Teaching, CPD and Staff Progression
- Pupil Care and Guidance
- Achievement and Pupil Progress (APP)

3. Standing Committees

- The Pupil Discipline Committee
- The Staff Discipline Committee
- The Staff Discipline Appeal Committee
- Headteacher's Pay and Performance Review Committee
- The Admissions Committee

4. Ad Hoc Committees

- Parental complaints
- Staff grievance and Appeals
- Staff pay appeals

5. Powers and duties reserved for the Governing Body

- 5.1 The Governing Body, on behalf of the Academy trust, is responsible for the conduct of the school and for promoting high standards. It aims to ensure that students are attending a highly successful school which provides them with an outstanding education, supports their overall well-being and provides them with a successful transition to the next stage in their lives.
- 5.2 It sets the strategic direction of the school by:
- setting the vision, values, aims and objectives for the school
 - agreeing the policy framework for achieving those aims and objectives

- 5.3 Challenges and supports the school by monitoring, reviewing and evaluating:
- the effectiveness of the school in relation to external benchmarks
 - the implementation and effectiveness of the policy framework
 - progress towards annual priorities as detailed in the strategic plan.
- 5.4 Ensures accountability by:
- ratifying the annual evaluation of school effectiveness
 - holding the Headteacher to account for the performance of the school
 - responding to OFSTED and other commissioned reports where necessary
 - ensuring members of staff, parents and students involved, consulted and informed as appropriate
 - making available information to the community.
- 5.5 Appoints and performance manages the Headteacher who, with the LG and staff, will deliver the vision (through the day to day leadership and management of the school, implementation of the agreed policy framework and school improvement strategy and delivery of the curriculum) and report appropriately to the Governing Body.
- 5.6 Governing Body members must be:
- prepared and equipped to take their responsibility seriously
 - acknowledged as an accountable body by the lead professionals
 - willing and able to monitor and review their own performance.
- 5.7 The role of each member of the Governing Body:
- The Governing Body is a corporate body which means that no one member can act on his/her own without proper authority from the full Governing Body.
 - All Governing Body members carry equal responsibility for decisions made
 - Although appointed from different backgrounds and with different skills, the overriding concern of all Governing Body members has to be the welfare of the school as a whole.
- 5.8 Governing Body members are required to act in accordance with the Nolan Principles for conduct in public life:
- Selflessness: they should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
 - Integrity: they should not place themselves under any financial obligation to outside individuals or organisations for rewards and benefits, holders of public office should make choices on merit.
 - Objectivity: in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
 - Accountability: holders of public office are accountable for their decisions and actions and must submit themselves to whatever scrutiny is appropriate to their office.
 - Openness: holders of public office should be as open as possible about all their decisions and actions that they take. They should give reasons for their decisions and restrict information when the wider public interest clearly demands.

- Honesty: holders of public office have a duty to declare any private interests to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- Management: holders of public office should promote and support these principles by management and example.

6. Powers and duties of the Finance Committee

(Quorum – 3 members) meets at least once a term: five members of the Governing Body with associated members able to be appointed. The Headteacher is automatically a member.

- 6.1 The Finance Committee is required to exercise the powers and duties of the Governing Body in respect of the financial administration of the academy, except for those items specifically reserved for the Governing Body and those delegated to the Head teacher and other staff.
- 6.2 They should familiarise themselves with this policy document and their roles and responsibilities.
- 6.3 Report on decisions taken under delegated powers to the next meeting of the Governing Body
- 6.4 Consider the Academy's indicative funding, notified by the DfE and to assess its implications for the Academy, in consultation with the Head teacher, in advance of the financial year, drawing any matters of significance or concern to the attention of the Governing Body.
- 6.5 Consider the annual Academy budget, drawn up by the Head teacher, at least two months prior to the start of each financial year and present it to the Governing Body for approval. Ensure the compatibility of budget proposals with the development priorities set out in the Development Plan.
- 6.6 Contribute to the formulation of the Academy's Development Plan, through consideration of financial priorities and proposals, in consultation with the Head teacher, with the stated and agreed aims and objectives of the Academy.
- 6.7 Monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Academy, drawing any matters of concern to the attention of the Governing Body. Budgetary control reports on the Academy's financial position should be considered at every meeting, taking appropriate action expenditure within the budget.
- 6.8 Report to the Governing Body all significant financial matters and any actual or potential overspend.
- 6.9 Agree the Academy's internal financial procedures including financial regulations, purchasing and procurement arrangements, including limits for tendering, payroll arrangements, receipt of gifts and hospitality, reporting and investigation of suspected thefts and frauds.
- 6.10 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.

- 6.11 Review the virement of sums between budget heads, subject to a limit of £10,000 (£20000) as approved and authorised by the Headteacher. The authorised virements must be formally notified to the finance committee who shall minute the notification.
- 6.12 Ensure the Academy produces a Best Value Statement and adheres to it.
- 6.13 Authorise the award of orders and contracts over £10000 and up to £172514 (above this figure may be subject to EU procurement rules).
- 6.14 Ensure the Academy has a list of certifying officers for the purpose of signing cheques, employee claims etc; this should be reviewed on an annual basis.
- 6.15 Ensure that there are annual independent checks of assets and the asset register.
- 6.16 Authorise the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value of up to £1,000 and reporting such authorisations to the Governing Body.
- 6.17 Review the draft financial statements and highlight any significant issues to the Governing Body, prior to submission to the Secretary of State by 31 December.
- 6.18 Review the reports of the External Auditor. These reports must also be reported to the Governing Body.
- 6.19 Review the reports of the Responsible Officer on the effectiveness of the financial procedures and control. These reports must also be reported to the Governing Body.

7. Terms of reference for other Committees

- 7.1 Co-ordinating Committee (Quorum – 3 members) meets once a month: Chair of the Governing Body, Vice Chair of the Governing Body, Chairs of each of the Committees/Sub-Committees and the Headteacher. Presence of members of the LG when necessary. It fulfils a co-ordinating role to ensure that the work of the Governing Body is highly effective, focused on the strategic and drives the continued development of the school. Terms of reference:
 - To agree the programme of work and calendar meetings for the Governing Body and its committees based on known cycles of school improvement, financial management, staffing issues and communication with parents.
 - To coordinate the work being undertaken by committees and their sub-committees and to agree agendas for their meetings.
 - To oversee arrangements for the Governing Body to sign off the annual evaluation and School Development Plan.
 - To consider recommendations made by committees with regard to the working of the Governing Body.
 - Monitor and evaluate the school website content, including that directly relating to governance and Governing Body policies.
 - To undertake tasks delegated to it by the Governing Body.
 - To establish and keep under review arrangements for Governing Body members' visits to school.
 - To act as a consultation group for the Headteacher as specific issues or questions arise.

7.2 Property and Premises (Quorum - at least 3 members) meeting once a term: five named members of the Governing Body with associated members appointed by the full Governing Body. Terms of reference:

- To have oversight of the Asset Management Plan
- To monitor and review all aspects of maintenance and improvement or repair to the buildings, grounds and plants.
- To ensure that there are no shortfalls in the minimum standards laid down, particularly relating to Health and Safety.
- To ensure that the character of the school's building is retained.
- To monitor and approve appropriate expenditure relating to Capital Grants.
- To appoint architects, builders, ground maintenance teams, surveyors etc according to established procedures laid down by school Governors and monitor all aspects of their work.
- To monitor aspects of expenditure and control of maintenance and improvement to the school premises.
- To report all aspects of improvement and requirements for the smooth running of the school, in relation to the premises, to the full Governing Body.
- To make recommendations to the Finance Committee of the needs and requirements of the premises.
- To receive reports from the Estates Manager and to delegate power for day-to-day matters to the Headteacher.

7.3 Teaching, CPD and Staff Progression (Quorum – 5 members) meets once per term: seven members of the Governing Body with associated member able to be appointed. Terms of reference:

- To monitor the quality of teaching and learning across all staff and in liaison with the APP committee, to review the teaching quality against student progress.
- To review and recommend staffing and employment policies to the full Governing Body for acceptance eg policies and procedures for selection and appointment of staff, professional development and equal opportunities.
- To have oversight of the school's contracts of employment and staffing.
- To ensure the selection and screening of staff complies with all regulations and good practice guidance.
- To monitor the school's Performance Management Policy to ensure statutory requirements are met.
- To monitor the whole school's procedures for staff development.
- To monitor the school's support for NQTs, new teachers and support staff.
- To approve the school's staffing structure.
- To ensure that the financial implications of staffing decisions are explicitly identified, understood, budgeted for and that any unbudgeted items are pre-approved by the Finance Committee.
- To establish disciplinary, grievance and capability policy and procedures. Nominating three members of the Governing Body to attend any staff disciplinary hearings which may be called.
- Determining and ensuring that the aims of the school pay policies are met.

- Establish the criteria and procedures for determining all discretionary elements of the pay policy
 - Ensuring the performance of the Headteacher is reviewed annually.
- 7.4 Pupil Care and Guidance (Quorum – 3 members) meets once per term: five members of the Governing Body with associated members able to be appointed. Terms of reference:
- To monitor student attendance
 - To monitor student exclusion rates, behaviour and praise points and school detentions
 - To monitor student participation in activities, trips and events and their contribution to the community.
 - To ensure that appropriate policies, procedures and practices in relation to Health and Safety are in place.
 - To review the Governing Body policy on SEN education
 - To review the Governing Body policy on the identification, assessment and provision for students with Special Educational Needs.
 - To review child protection arrangements at least annually to ensure that the school:
 - I. designates a member of staff to be responsible for co-ordinating child protection within the school and for liaising with other agencies.
 - II. has an up-to-date policy on child protection in accordance with statutory requirements, DfE and La advise.
 - III. keeps under review the school's curriculum policy and provision and reports to the full Governing Body any proposed changes.
- 7.5 Achievement and Pupil Progress (APP) (Quorum – 5 members) meeting at least once per term: seven members of the Governing Body with associated members able to be appointed. Terms of reference:
- To monitor student standards against the standards of achievement gained by students nationally, locally and via context.
 - To include in the monitoring of standards, the achievement of students in particular groups, including boys/girls, children with learning difficulties and disabilities, gifted and talented children, children from minority ethnic groups and children looked after by the LA.
 - To take into account all relevant advice from the SIP, other external bodies and advisors.
 - To ensure that the School Development Plan addresses the priorities for raising standards, including appropriate targets/success criteria.
 - To monitor the effectiveness of the relevant sections of the School Development Plan each term.
 - To set and agree annual student progress and achieved targets.
 - To monitor student progress across the curriculum in all year groups to ensure that progress is in line with the expectation. To review the Governing Body's policy on the identification, assessment and provision for students with special educational needs, its implementation and its impact at least once every two years and to present any draft amendments to the full Governing Body for consideration and approval.

8. Powers and duties delegated to the Headteacher

- 8.1 The Headteacher, as lead professional in the school, is responsible for its internal leadership, management and organisation, for advising the Governing Body members and for implementing the actions in the strategic plan.
- 8.2 The Headteacher will be supported in the day-to-day leadership and management of the school by the Leadership Group (LG). A member of the LG will take the role of Lead Professional in each Governing Body committee. She/he attends as a support professional and is expected to engage fully with the meeting, albeit without any voting rights.
- 8.3 Incorporated in the role of the Headteacher and the Lead Professionals in advising the Governing Body are:
 - formulating and reviewing the vision, values, aims and objectives for the school, for modification and adoption by the Governing Body.
 - formulating and reviewing policies for adoption by the Governing Body
 - reporting to the Governing Body on progress, either at full Governing Body meetings or at committee meetings, at least once per term.
 - completing an annual evaluation of school effectiveness and associated School Development Plan, for ratification by the Governing Body.

The Headteacher will:

- 8.4 have full powers related to staffing including appointment and dismissal of staff other than Deputy Headteachers.
- 8.5 implement pay policy and appointment procedures.
- 8.6 develop a Risk Management Strategy for approval by the full Governing Body. Maintain and regularly review the Academy's Risk Register.
- 8.7 prepare an annual draft budget plan, in consultation with the Principal Finance Officer, for consideration by the Finance Committee at least two months before the start of the relevant financial year.
- 8.8 produce regular reconciled budget/financial reports to the Finance Committee and Governing Body, highlighting actual or potential overspends.
- 8.9 establish sound internal financial controls which are managed on a daily basis.
- 8.10 strategic overview to ensure compliance with financial regulations and procedures. This will include: arrangements for collection and banking of income, ordering of assets, contracts and agreements, document authorisation and division of duties etc.
- 8.11 maintain a register of contracts entered into, amounts paid and certificates of completion.
- 8.12 certify the payroll.
- 8.13 obtain governors approval for any budget virements above his/her delegated authority level.
- 8.14 ensure that all records and documents are available for audit by the appointed External Auditors, Internal Auditors and by the Responsible Officer.
- 8.15 ensure prompt response to recommendations in Academy audit/inspection reports and advise governors of the results and any remedial action to be implemented.

- 8.16 ensure that the financial reports, estimates and completion of financial returns as required by the Governing Body, DfE, Companies House, the Charities Commission etc, are completed accurately and within the deadlines imposed.
- 8.17 set appropriate priorities for expenditure and allocated funds accordingly.
- 8.18 ensure adequate systems are in place within the Academy to ensure the use of properly licensed software and for the security and privacy of data in accordance with the Data Protection Act.
- 8.19 ensure that the necessary arrangements for insurance cover for the Academy and Governors are in place.
- 8.20 should be present when tenders are opened along with the Principal Finance Officer and a member of the Finance Committee

Delegated Limits:

- 8.21 The power to amend the budget during the course of the year (technically known as a "virement") is delegated to the Headteacher up to £10,000 (£20000) or less. The Finance Committee will be provided with a detailed statement of virements approved by the Headteacher.
- 8.22 See below as per tendering policy.

£1000 or under –

1 verbal quotation. Budget Holders and Department heads to sign off requisitions and purchases.

Orders over £1000 and up to £5000

Except in the case of an emergency, 3 written quotations should be obtained to identify the best source of the goods/services. Telephone quotes are acceptable if these are evidenced by faxed/e-mail confirmation. Details of quotes should be obtained for Audit purposes.

Orders over £5000 and up to £10000

At least 3 written quotations obtained and the work/order should be agreed beforehand with the Principal Finance Officer and the Headteacher.

Orders over £10000 but less than £50000

These orders must be subject to a minimum of 3 written quotations and the approval of the finance committee is required before acceptance following a formal tender process.

All Goods and Services over £50000

For goods and services over £50,000 or a series of contracts which in total exceed £50,000, any order must be subject to formal tendering procedures. Purchases over £172,514, excluding VAT (supplies and services) and £4,348,350 excluding VAT (capital projects/works) may be subject to EU procurement rules which require advertising in the Official Journal of the European Union. Guidance on the OJEU thresholds should be sought at the time of tendering to ensure threshold limits are still current and are applied correctly. In practice, any tender with a value over £150,000 should be considered for subjection to EU regulations as the final tender price may well be over the EU threshold.

- 8.23 Sign cheques and BACs payments listing in conjunction with the Principal Finance Officer or other authorised signatories.
- 8.24 Disposal of assets up to £2,000. The Finance Committee will be provided with a detailed statement of disposals approved by the Headteacher.
- 8.25 Raise invoices to collect income.

9. Power and duties delegated to the Principal Finance Officer

The Principal Finance Officer works directly with the Headteacher and is responsible for the strategic leadership and development of the resource and business functions of Lincoln Christ's Hospital School.

- 9.1 To provide strategic financial information for the Headteacher linked to clear objectives within a long term development plan.
- 9.2 To have the leadership and management responsibility for all aspects of finance.
- 9.3 To establish, monitor and evaluate the effectiveness of all financial systems, policies and procedures, reviewing and refining as necessary.
- 9.4 To be responsible for all finance, personnel staff; to monitor their performance and plan for their training and development needs.
- 9.5 Financial functions include procurement, budget setting, systems and control and revenue management.
- 9.6 Working with the Estate Manager on capital bids.
- 9.7 Establishing financial and resource management procedures.
- 9.8 To have responsibility for ensuring all staff are mindful of financial procedures and appropriate clear policy guidelines are in place and acted upon.
- 9.9 To provide advice for the LG and Governing Body on the long term and short term budgets for the Academy.
- 9.10 To be responsible for monitoring actual spend against forecast offering immediate advice to the Headteacher and Chair of Finance/Finance Committee on areas of concern.
- 9.11 To provide monthly financial management reports to the Headteacher and Chair of Finance/Finance Committee as appropriate.
- 9.12 To ensure that all financial activities comply with the Academies Financial Handbook as well as Lincoln Christ's Hospital School Financial Handbook.
- 9.13 To ensure that all Best Value principles are applied to all appropriate purchasing decisions.
- 9.14 Maintain a rolling programme of reviews of leases and contracts.
- 9.15 Prepare and provide financial information to the Responsible Officer, Internal Auditors and External Auditors as required.
- 9.16 Authorising orders over £10,000 in conjunction with the Headteacher and the Finance Committee
- 9.17 The Principal Finance Officer should be present at the opening of formal tenders along with the Headteacher and a member of the Finance Committee.

10. Financial powers and duties delegated to other staff

Members of staff with delegated responsibilities should be aware that these must be exercised in accordance with the Financial Handbook for Lincoln Christ's Hospital School.

- 10.1 Any member of staff appointed as a budget holder is responsible for checking monthly statements of expenditure and income against their delegated budget and for reporting any actual or potential overspending to the Headteacher and Principal finance Officer. Any errors or irregularities should also be reported to the Headteacher and Principal Finance Officer.
- 10.2 Budget holders are authorised to receive and check goods. Any mistakes or irregularities must be reported immediately to the finance office.
- 10.3 Budget holders can order goods up to £1,000 provided it is within the scope and remaining balance of their delegated budget. The order must be from a list of suppliers maintained by the finance team. A quote or price must always be obtained before any order is placed.
- 10.4 If the budget holder feels that better value for money can be obtained by ordering from a supplier not on the approved supplier list then this must be discussed and agreed with the Principal Finance Officer. At all times it should be ensured that the best possible price is achieved. If the price is not the lowest price, then this must be agreed with the Principal Finance Officer and documented evidence kept for this decision.
- 10.5 Non-order purchases must be kept to a minimum and must have the prior approval of the Principal Finance Officer. They should only take place when it will effect the smooth running of the budget department.

11. Roles and responsibilities of Responsible Officer

- 11.1 The role of the Responsible Officer (RO) is to provide the Governing Body with an on-going independent oversight of the academy's financial affairs. The RO should provide the Governing Body with independent assurance that:
 - the financial responsibilities of the Governing Body are being properly discharged
 - resources are managed in an efficient, economical and effective manner
 - sound systems of internal financial control are being maintained
 - financial considerations are fully taken into account in reaching decisions
- 11.2 The RO should provide the Finance Committee with a written report after each review
- 11.3 The main purpose of the RO's role is to ensure that the requirements of the DfE Academies Financial Handbook are followed.
- 11.4 The RO should visit Lincoln Christ's Hospital School at least once a quarter (2 times a year) and undertake a series of detailed tests to confirm the operation of the main financial systems ie payroll, purchases, income and accounting system.
- 11.5 Written records of checks performed by the RO should be maintained.

- 11.6 The RO should be an appropriately qualified and experienced individual not on the staff of Lincoln Christ's Hospital School with the necessary financial interest and skills to be able to perform the role competently.
- 11.7 The RO is not expected to do the detailed accounting work personally but will be required to check some transactions to ensure that the correct procedures have been followed. The RO will need to be sufficiently familiar with the finances of the academy to be able to report the Governing Body and hence indirectly to the DfE, that the above requirements have been met.