



Lincoln Christ's Hospital School

Scheme of Delegated Authority

Link Member of Staff:

Finance Manager

| Version | Date | Reviewed By | Author | Approved By | Next Review Date |
|----------------|--------------|--------------------|---------------|--------------------|-------------------------|
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Contents

| | | |
|----|---|----|
| 1 | Overview | 3 |
| 2 | Committees | 4 |
| 3 | Standing Committees | 4 |
| 4 | Ad Hoc Committees | 4 |
| 5 | Powers and duties reserved for the Governing Body | 4 |
| 6 | Powers and duties of the Finance and Property and Audit and Risk Committee..... | 6 |
| 7 | Terms of reference for other Committees..... | 8 |
| 8 | Powers and duties delegated to the Head teacher | 10 |
| 9 | Power and duties delegated to the Finance manager..... | 11 |
| 10 | Financial powers and duties delegated to other staff | 12 |

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.
- 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 Head teacher 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 Head teacher.
- 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
- 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 Head teacher. The Governing Body, with the support of the Head teacher, appoints the Deputy Head teachers.
- 1.11 The Governing Body have agreed that the Head teacher will have executive responsibility for the Academy's activities, including strategic direction and all personnel and financial activities.

2 Committees

- Finance and Property and Audit and Risk Committee
- Curriculum and Standards Committee

3 Standing Committees

- The Pupil Discipline Committee
- The Staff Discipline Committee
- The Staff Discipline Appeal Committee
- Head teacher'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 Head teacher 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 Head teacher who, with the SLT 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 responsibilities seriously;
- Acknowledged as an accountable body by the lead professionals;
- Willing and able to monitor and review their own performance.
- Undertake relevant training as identified in their self-evaluations of the skills audit
- Attend and prepare for meetings
- Request information from the Head teacher or designated staff member in good time

5.7 The role of each member of the Governing Body:

In law the Governing Body is a corporate body, which means:

- No Governing Body member can act on her/his own without proper authority from the full Governing Body;
- All Governing Body members carry equal responsibility for decisions made, and
- 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

Governing Body Members 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

Governing Body Members should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

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 to the public 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 the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating 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 and Property and Audit and Risk Committee

(Quorum – 3 members) meets at least six times per year: eight members of the Governing Body with associated members able to be appointed. The Head teacher is automatically a member.

- 6.1 The Finance and Property and Audit and Risk 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 and review this policy and the roles and responsibilities in the document.
- 6.3 Report on decisions taken under delegated powers to the next meeting of the Governing Body
- 6.4 To recommend to the full Governing Body approval of the annual budget plan and cash flow forecasts for the forthcoming financial year in accordance with the EFA academies trust handbook.
- 6.5 To determine the school's financial priorities through the School Development Plan (SDP) and the Asset Management Plan (AMP).
- 6.6 To receive regular financial management reports, to facilitate the monitoring of the school's actual financial performance compared with budgeted priorities and cash flow, and to take remedial action as necessary. Such action will be reported to the Governing Body. In all cases liaison must be maintained with other appropriate committees.

- 6.7 To be aware of decisions from other committees that will have an impact on the school's financial position.
- 6.8 To make decisions on expenditure within the committee's delegated powers.
- 6.9 To approve virements within agreed budgets as laid down in the finance manual.
- 6.10 To review annually the School's Financial Policies.
- 6.11 To review annually the Terms of Reference of the Finance and Property and Audit and Risk Committee.
- 6.12 To ensure the Register of Business Interests is kept up to date.
- 6.13 To regularly review the Academy's Risk Register.
- 6.14 To annually review all on-going contracts.
- 6.15 To review the various leasing agreement schemes and options available to the school.
- 6.16 To award contracts by tender in line with the Tendering Policy.
- 6.17 To monitor all spending and income received in the school, including Delegated/Devolved Budgets and School Private Fund(s).
- 6.18 To ensure that funding from the EFA and other sources is used only in accordance with any conditions attached.
- 6.19 To receive and comment on the content of any audit report relating to EFA funding and to monitor the implementation of the agreed action plan.
- 6.20 To annually review and appoint the independent examiner/auditor to the School Fund(s) (must be a qualified auditor if the total of income and expenditure is in excess of £100,000).
- 6.21 To agree and determine appropriate charges for lettings of the premises.
- 6.22 To ensure the school has appropriate internal financial management and governance arrangements in place, it is a requirement to complete annual testing and management checks in order to protect against fraudulent or improper use of public money and assets by using the School Management Resource Self Assessment tool (SRMSAT)
- 6.23 To review and monitor budget projections/medium term financial plans to ensure the school's budget is realistic and any financial decisions are sustainable.
- 6.24 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.
- 6.25 Ensure that there are annual independent checks of assets and the asset register
- 6.26 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.
- 6.27 Review the draft financial statements and annual report and highlight any significant issues to the Governing Body, prior to submission to the ESFA by 31 December.
- 6.28 Review the reports of the Internal Auditor Officer on the effectiveness of the financial procedures and control. These reports must also be reported to the Governing Body
- 6.29 To have oversight of the Asset Management Plan.
- 6.30 To monitor and review all aspects of maintenance and improvement or repair to the buildings, grounds and plant.
- 6.31 To ensure that there are no shortfalls in the minimum standards laid down, particularly relating to Health and Safety.
- 6.32 To ensure that the character of the school's building is retained.
- 6.33 To monitor and approve appropriate premises expenditure relating to Capital Grants.

- 6.34 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.
- 6.35 To monitor aspects of expenditure and control of maintenance and improvement to the school premises.
- 6.36 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.
- 6.37 To receive reports from the Premises Officer and to delegate power from day-to-day matters to the Head teacher.

7 Terms of reference for other Committees

- 7.1 The individual committees are responsible for the functions that have been delegated to them by the full Governing Body and operate under their own terms of reference.
- 7.2 The Governing Body will review the establishment, terms of reference, constitution and membership of committees at least once a year (normally at the first ordinary meeting of the Full Governing Body in September)

Terms of reference:

- To agree the programme of work and calendar of meetings for the Governing body and its committees based on known cycles of school improvement, financial management, staffing issues and communication with parents.
- To approve the School Development Plan. Each Committee would be responsible for more detailed monitoring as it relates to the individual committee.
- To ensure the school website content is monitored in relation to matters that directly relate to governance and Governing Body policies. The Clerk to liaise with the Leadership Secretary when the site requires Policies to be updated.
- To establish and keep under review arrangements for GB members' visits to school.

- 7.3 Standards and Curriculum Committee meeting four times per year: eight named members of the Governing Body with associated members appointed by the full Governing Body.

Terms of reference:

- To review the Governing Body's policy on the identification, assessment and provision for pupils 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.
- To keep under review the school's curriculum policy and provision and report to the full Governing Body any proposed changes.
- To monitor the overall quality of teaching across all staff and, in liaison with the APP committee, to review the teaching quality against pupil progress.

- To review and recommend staffing and employment policies to the full Governing Body for acceptance, e.g. 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, trainee 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 and Property and Audit and Risk 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.
- To monitor pupil standards against the standards of achievement gained by pupils nationally, locally and via context.
- To include in the monitoring of standards, the achievement of pupils in particular groups, including boys/girls, children with learning difficulties and disabilities, Free School Meals, gifted and talented children, children from minority ethnic groups and children looked after by the local authority.
- To take into account all relevant advice from the School Improvement Partner, 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 pupil progress and achieved targets.
- To monitor pupil progress across the curriculum in all year groups to ensure that progress is in line with the expectation.
- To determine and ensure that the aims of the school pay policies are met.
- To establish the criteria and procedures for determining all discretionary elements of the pay policy.
- To ensure that the performance of the Head teacher is reviewed annually.
- To monitor pupil attendance.
- To monitor pupil participation in activities, trips and events and their contribution to monitor pupil exclusion rates, behaviour, praise points and school detentions.
- Community.
- To ensure that appropriate policies, procedures and practices in relation to Health and Safety are in place.

- 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 advised?

8 Powers and duties delegated to the Head teacher

- 8.1 The Head teacher, 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 Head teacher 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 Head teacher 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 Head teacher will:

- 8.4 Have full powers related to staffing including appointment and dismissal of staff other than Deputy Head teachers.
- 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 Finance manager, for consideration by the Finance and Property and Audit and Risk Committee at least two months before the start of the relevant financial year.
- 8.8 Produce regular reconciled budget/financial reports to the Finance and Property and Audit and Risk 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 and Internal Auditors.
- 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 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 Finance manager and a member of the Finance and Property and Audit and Risk 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 Head teacher in line with the approval limits.
- 8.22 Approval of expenditure in line with the Scheme of Delegation.

9 Power and duties delegated to the Finance manager

The Finance manager works directly with the Head teacher 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 Head teacher 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 Head teacher and Chair of Finance/ Finance and Property and Audit and Risk Committee on areas of concern.
- 9.11 To provide monthly financial management reports to the Head teacher and Chair of Finance/ Finance and Property and Audit and Risk Committee as appropriate.
- 9.12 To ensure that all financial activities comply with the Academies Trust Handbook as well as Lincoln Christ's Hospital School Trust 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 Internal Auditors and External Auditors as required.
- 9.16 Authorising orders in line with the Scheme of Delegation within agreed authorisation levels
- 9.17 The Finance manager should be present at the opening of formal tenders along with the Head teacher and a member of the Finance and Property and Audit and Risk 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 Procedures 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 Head teacher and Finance manager. Any errors or irregularities should also be reported to the Head teacher and Finance manager.
- 10.2 Budgets 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 Finance manager. 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 Finance manager 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 Finance manager. They should only take place when it will affect the smooth running of the budget department.

£1,000 or under

At least one verbal quotation should be obtained and this should be confirmed in writing either by the supplier or by the school to the supplier, ideally before the work proceeds. Signed requisition form with budget holders approval.

Orders over £1,000 and up to £2,500

At least one verbal quotation should be obtained and this should be confirmed in writing either by the supplier or by the school to the supplier, ideally before the work proceeds. Signed requisition form with budget holder and Finance manager's approval.

Orders over £2,500 and up to £5,000

Except in the case of work required in an emergency, at least three written quotations should be obtained to identify the best source for the goods/services. Telephone quotations are acceptable if these are evidenced by faxed/e-mailed confirmation of quotations received before a purchase decision is made.

Details of quotations should be retained for audit purposes. Quotes over £2,500 should be confirmed in writing before the work/order proceeds. The order should be agreed beforehand with the budget holder and Finance manager alongside a signed requisition form.

Orders over £5,000 and up to £25,000

Except in the case of work required in an emergency, at least three written quotations should be obtained to identify the best source for the goods/services.

Details of quotations should be retained for audit purposes. Quotes over £2,500 should be confirmed in writing before the work/order proceeds. The order should be agreed beforehand with the budget holder, Finance manager and Head Teacher alongside a signed requisition form.

Orders over £25,000 but less than £40,000

Except in the case of work required in an emergency, at least three written quotations should be obtained to identify the best source for the goods/services.

Details of quotations should be retained for audit purposes. Quotes over £2,500 should be confirmed in writing before the work/order proceeds. The order should be agreed beforehand with the budget holder, Finance manager, Head Teacher and the Finance and Property and Audit and Risk Committee alongside a signed requisition form.

LCHS Scheme of Delegated Authority

All Goods and Services over£40,000

For goods and services over £40,000 or a series of contracts which in total exceed £40,000, any order must be subject to formal tendering procedures.

Following the UK's exit from the EU, for any orders or series of contracts that exceed £118,000, you will need to use the UK's Find a Tender Service (FTS) instead of the Official Journal of the European Union (OJEU). Guidance on the FTS thresholds should be sought at the time of tendering to ensure threshold limits are still current and are applied directly.

10.6 Sign cheques and BACs payments listing in conjunction with the Finance manager or other authorised signatories.

10.7 Disposal of assets up to £1,000. The Finance and Property and Audit and Risk Committee will be provided with a detailed statement of disposals.