



CHANGE SCHOOLS PARTNERSHIP

Scheme of Delegation

Issue	Date Issued	Date for Review
1	Autumn 2019	Autumn 2020

Adopted on 17 July 2019

This Scheme of Delegation set out the Trust's approach to delegations between the different layers of governance within the Trust.

In this Annex the phrases used have the following meanings:

Consult - the individual/group that should be consulted as part of the process of completing a particular task.

Deliver - the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO/DFO this will be at Trust level. In the case of the Executive Headteacher/Headteacher/Head of School this will be at Academy level.

Determine - the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

Develop - the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making group.

Recommend - the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their Academy to the Board, CEO and /or Executive Headteacher/Headteacher/Head of School (as appropriate) and (iii) the Executive Headteacher/Headteacher/Head of School will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

Report - the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO/DFO they will be making reports to the Board and/or LGB (as appropriate), (ii) the LGB they will be making reports in relation to their Academy to the Board and or CEO (as appropriate) and (iii) the Executive Headteacher/Headteacher/Head of School will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

Review - the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the CEO, DFO and/or LGB (as appropriate), (ii) the CEO will be reviewing the Executive Headteacher/Headteacher/Head of School and (iii) the LGB will be reviewing the Executive Headteacher/Headteacher/Head of School and their leadership team.

Comply - the individual/group who will follow agreed policies and procedures.

	CHANGE Board (Trustees)	Chief Executive Officer (CEO)	Director of Teaching, Learning and Assessment	Director of Finance and Operations (DFO)	Local Governing Body (LGB)	Executive Headteacher /Headteacher /Head of School	Compliance Officer	Governance Manager
STRATEGY, LEADERSHIP AND GOVERNANCE								
Strategic Objectives - set strategic objectives of the Trust and Academies	Determine - for the Trust	Develop - in the case of the Trust			Determine - in the case of their Academy	Develop - in the case of their Academy		
Strategic Objectives - deliver strategic objectives of the Trust and Academies	Review - for the Trust	Deliver - in the case of the Trust			Review - for their Academy	Deliver - in the case of their Academy		
Strategic Objectives - review progress of the Trust against its strategic objectives and KPIs	Review - for the Trust and Academies	Report - for the Trust			Report - for their Academy to the Trust's Standards Committee	Deliver - in the case of their Academy Report - to the LGB		
Funding Agreement - compliance with the Trust's Funding Agreement including the Academies Financial Handbook	Review	Deliver		Deliver	Comply	Comply		
Regulatory Matters - compliance with regulatory matters (including charity law, company law, employment law and health and safety law)	Review	Deliver Report - to the Board		Deliver Report - to the Board	Comply	Comply		
Register of Business Interests - compliance with the Academies Financial Handbook in relation to the Register of Business Interests	Determine - policies to ensure compliance Deliver				Deliver			Deliver

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Appointments - ensuring a process is in place for appointment of Members, Trustees and Governors (ensuring Trustees and Governors have the skills to run the Trust and Academies)	Determine - criteria for selection of Trustees and Governors Review - Board and LGBs performance	Report - performance of LGBs to Board Review - size, structure and composition of LGB Recommend - changes to size, structure and composition of LGB to Board			Review - own performance			Develop
Appointments - appointment of the Finance and Audit Committee and Internal Auditors	Deliver							
Appointments - appointment of the Clerk - Board and LGBs	Deliver				Consult			
Delegation - consideration of delegation of functions to individuals or committees	Deliver				Consult			
Policies - review and approval of Trust policies	Determine Review	Deliver - presenting policies to the Board for approval (all other policies)		Deliver - presenting policies to the Board for approval (those policies relating to Business Services)				

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Terms of Reference - prepare Terms of Reference for LGBs and Committees	Deliver Review - annually	Develop - in consultation with the Governance Manager			Consult			Develop - in consultation with the CEO
Training - Programme for Trustees and Governors	Deliver	Develop - in consultation with the Governance Manager			Deliver			Develop - in consultation with the CEO
Trust Representation - liaise with national bodies (DfE, ESFA, other MATs) to ensure the interests of the Trust are well represented	Review	Deliver Report - to the Board		Deliver Report - to the Board		Deliver - in the case of their Academy Report - to the CEO/DFO		
SAFEGUARDING								
Keeping Children Safe in Education (KCSIE) - ensure all staff, Governors and Trustees read part 1 of the DfE's guidance	Determine	Review					Deliver - in the case of staff	Deliver - in the case of Governors and Trustees
Child Protection Training - ensure all staff receive regularly updated and appropriate child protection training	Determine	Review					Deliver	

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Policies - establishing policies and procedures to support safeguarding	Determine	Review					Develop	
Online Safety - ensuring pupils have the opportunity to be taught about safeguarding, including online safety	Determine	Review				Deliver	Develop	
Designated Safeguarding Lead - appoint an appropriate member of staff as Designated Safeguarding Lead	Determine	Review				Deliver		
Safer Recruitment Procedures - preventing people who pose a risk of harm from working with children by following safer recruitment procedures and carrying out DBS checks	Determine	Review		Deliver - with assistance from Finance and HR Lead				Deliver - in the case of DBS checks for Governors and Trustees
EDUCATION AND CURRICULUM								
School Development Plan - setting for each Academy in line with the strategic aims of the Trust	Determine	Review	Review - for all Academies Report - to the CEO		Review - for their Academy Report - to the Trust's Standards Committee	Develop - with the CEO Deliver - for their Academy Report - to the LGB		

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Performance - setting and reviewing progress against the Trust and Academies KPIs	Determine	Review	Review - for all Academies Report - to the CEO		Review - for their Academy Report - to the Trust's Standards Committee	Develop - with the CEO Deliver - for their Academy Report - to the LGB		
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Determine	Develop - for all Academies	Review - for all Academies Report - to the CEO		Review - for their Academy Report - to the Trust's Standards Committee	Develop - with the CEO Deliver - for their Academy Report - to the LGB		
Curriculum - setting the curriculum for the Academies in line with legal requirements and reviewing its effectiveness and establishing a Curriculum Policy	Determine	Develop - for all Academies	Review - for all Academies Report - to the CEO		Review - for their Academy Report - to the Trust's Standards Committee	Develop - for their Academy		
Pupil Premium - reviewing and challenging the value for money/ROI of the Pupil Premium in terms of educational outcomes and narrowing the gap	Determine	Develop - for all Academies	Review - for all Academies Report - to the CEO		Review - for their Academy Report - to the Trust's Standards Committee	Develop - with the CEO Deliver - for their Academy Report - to the LGB		
Admissions - setting Policy	Determine Review - for all Academies	Develop			Review - for their Academy	Develop - with the CEO		

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Admissions - considering application decisions and appeals	Review - for all Academies	Report - to the Board for all Academies			Review - for their Academy	Deliver - for their Academy Report - to the LGB		
Admissions - monitor pupil numbers within the academies and take necessary actions	Review - for all Academies	Develop			Review - for their Academy Report - to the Trust's Standards Committee	Deliver - for their Academy Report - to the LGB		
Behaviour - establish a Behaviour Policy and adhere to legal requirements in relation to imposing pupil exclusions	Determine	Review - for all Academies	Develop - in consultation with Headteachers		Review - for their Academy Report - to the Trust's Standards Committee	Deliver - for their Academy Report - to the LGB		
Attendance - pupil attendance and punctuality in each Academy	Review - for all Academies		Develop - in consultation with Headteachers		Review - for their Academy Report - to the Trust's Standards Committee	Deliver - for their Academy Report - to the LGB		
Academy Hours - opening and closing times for each Academy and length of school day	Determine	Develop			Consult - with the Board	Develop - with the CEO		

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Term Dates - determining non-pupil days and parameters of the academic year	Determine	Develop			Consult - with the Board	Develop - with the CEO		
School Lunch - ensuring school lunch nutritional standards are met and a provision is made for those who meet the free school meals criteria	Review - for all Academies			Deliver - for the Trust	Review - for their Academy Report - to the Trust's Standards Committee	Deliver - for their Academy Report - to the LGB		
FINANCE								
Financial Controls - ensure tight financial controls to ensure regularity, probity, procurement and value for money in relation to the management of public funds	Determine Review	Review		Develop Deliver Report - to the Board		Comply		
Compliance - complying with internal and external audit requirements and other statutory matters	Determine Review	Review		Develop Deliver Report - to the Board		Comply		
Funding Model - agree a funding model across the Trust and develop an individual funding model for each Academy to secure the Trust's financial health both in the short-term and long-term	Determine Review	Review		Develop Deliver Recommend - to the Board		Comply		

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Trust Annual Budget - formulating and setting the Trust wide budget	Determine Review	Review		Develop Deliver Recommend - to the Board				
Academy Annual Budgets - formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/balances)	Determine Review	Review		Develop Deliver Recommend - to the Board		Consult - with the DFO		
Annual Budgets - monitoring expenditure and delivery of Annual Budgets and consider requests for supplementary expenditure	Determine Review	Review		Deliver Report - to the Board				
Reporting - financial reporting and KPIs	Determine Review	Review		Develop Deliver Report - to the Board				
Reporting - DfE and ESFA on financial matters in line with the Academies Financial Handbook	Review	Review		Deliver Report - to the Board				

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Financial Regulations - delegated budgets and finances in the form of Financial Regulations	Determine Review	Review		Develop Deliver Recommend - to the Board		Comply		
Financial Policies - establish policies and procedures and ensure these comply with the Trust's financial and reporting requirements	Determine Review	Review		Develop Deliver Recommend - to the Board		Comply		
Annual Accounts - approving annual accounts	Determine Approve	Review		Develop Deliver Recommend - to the Board				
Risk Register - maintain a Register for the Trust and each Academy	Determine Review	Review		Develop - for the Trust Deliver Report - to the Board	Review - for their Academy Report - to the Trust's Standards Committee	Deliver - for their Academy Report - to the LGB		
Investments - agree an Investment Management Policy in line with the Academies Financial Handbook and Financial Regulations	Determine Review	Review		Develop Deliver Recommend - to the Board				

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Central Services - determining and allocating central services provided to the Academies by the Trust	Determine Review	Review		Develop Deliver Recommend - to the Board				
Central Services - overseeing the effectiveness of services provided centrally by the Trust	Determine Review	Review		Develop Deliver Report - to the Board				
Income Generation - formulating income generating activity at Trust and Academy level	Review	Review		Develop Deliver Report - to the Board				
HUMAN RESOURCES								
Staff Structure - determine staff complement	Determine Review	Develop - for all Academies with the DFO/Headteacher Report - to the Board		Develop - for all Academies with the CEO/Headteacher	Review - for their Academy	Develop - for their Academy with the CEO/DFO		
Appointment - CEO	Appoint							
Appointment - Director of Finance and Operations	Appoint							

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Appointment - Executive Headteacher/Headteacher/Head of School	Appoint							
Appointment - Central Trust Staff		Appoint						
Appointment - Academy Staff						Appoint		
HR Policies - establish and review Trust HR policies, including Pay in accordance with appropriate regulations and employment law	Determine Review	Review		Develop - for all Academies Recommend - to the Board		Comply		
Performance Management - setting Performance Management Policy and pay reviews (in line with the Trust's Pay Policy and statutory regulations)	Determine Review	Review		Develop - for all Academies Recommend - to the Board		Comply		
Performance Management - undertaking annual performance management reviews	Determine Deliver - for CEO	Deliver - for Executive Headteacher/Headteacher/Head of School/DFO/Central Trust staff Review - for all staff		Deliver - for Business staff		Deliver - for Teaching and Support staff		

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Staff Terms and Conditions - setting Terms and Conditions of Employment and Staff Handbook	Determine Review	Review		Develop Deliver Recommend - to the Board		Comply		
Maintain - payroll system to ensure staff are paid accurately and on time as well as staff records, including Single Central Record	Determine Review	Review		Develop Deliver Report - to the Board				
Continuous Professional Development - establish schedule of CPD for all staff	Determine Review	Deliver - for Executive Headteacher/H eadteacher/Hea d of School/DFO/Ce ntral Trust staff		Deliver - for Business staff		Deliver - for Teaching and Support staff		
Strategy - provide support on legal HR/employment matters which would impact on the Trust (e.g., grievance, restructure, safeguarding)	Determine Review	Review		Deliver Report - to the Board				

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Dismissal - CEO, Director of Finance and Operations, Executive Headteacher/Headteacher/Head of School and Central Trust Staff (in accordance with the Trust's Disciplinary and Capability policies)	Review	Recommend - to the Board - in all cases except dismissal of CEO						
Dismissal - Academy Staff (in accordance with the Trust's Disciplinary and Capability policies)		Review Report - to the Board				Recommend - to the CEO		
PREMISES AND HEALTH, SAFETY AND WELLBEING								
Asset and Premises Maintenance Strategy - determine use of Academies' premises and ensuring premises are adequately maintained	Determine	Review		Develop Deliver Report - to the Board		Comply		
Trust Land - acquiring and disposing of Trust land	Determine	Recommend - to the Board						
Assets - changing use of assets	Deliver	Consult - with the DFO/Executive Headteacher/H		Consult - with the CEO/Executive Headteacher/H		Consult - with the DFO/CEO		

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		Headteacher/Head of School		Headteacher/Head of School Recommend - to the Board				
Insurance - procurement of insurance (including premises, contents, business interruption, employer liability)	Review	Review		Deliver				
Disaster Recovery - establish a Disaster Recovery Policy	Determine Review	Review		Develop Deliver Recommend - to the Board		Comply		
Health and Safety - establish a Health and Safety Policy in line with legal requirements	Determine Review	Review		Develop Deliver Recommend - to the Board		Comply		
Health and Safety - ensure regulations are followed and periodic inspections and audits are undertaken	Determine Review	Review		Develop Deliver Recommend - to the Board		Comply		

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MARKETING AND COMMUNICATIONS								
Branding - determine the Trust brand	Determine	Develop Recommend - to the Board			Consult	Consult		
Prospectus - establish a prospectus for the Trust and its Academies	Determine Review	Develop Recommend - to the Board			Consult	Consult		
Website - ensure Trust and Academies websites comply with legal requirements	Review	Review			Consult	Comply	Deliver	
Media and PR - oversee public relations activities to project the activities of the Trust and Academies to the wider community	Review	Deliver			Consult	Comply		
Complaints - establish and review Complaints Policy in line with legal requirements and ensure adherence	Determine Review	Develop Recommend - to the Board			Consult	Comply		
INFORMATION TECHNOLOGY AND DATA MANAGEMENT								
Reporting - ensure core data required by the DfE/ESFA/Companies House is submitted on time and accurately	Determine	Deliver Report - to the Board		Deliver - on matters relating to Business Services	Consult	Develop		Deliver - on matters relating to Governance

