



## **DISCOVERY MULTI SCHOOL TRUST - SCHEME OF DELEGATION 2020-21**

Adopted on 5<sup>th</sup> July 2016 & last reviewed on 21<sup>st</sup> September 2020

This Scheme:

- sets out the Trust's approach to delegations between the different layers of governance within the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- should be read in conjunction with the Trust's Committee Terms of Reference;
- may only be altered or revoked by the Trustees.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under the Schools Financial Handbook, is set out in a separate document and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls. The Scheme is divided into four sections as follows:

- Strategy & Leadership;
- Education & Curriculum;
- Financial;
- HR & Operations.

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To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found on the final page of this Scheme.

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<b>STRATEGY AND LEADERSHIP</b>				
	<b>Trustees</b>	<b>CEO</b>	<b>LAB</b>	<b>Head of School</b>
<b>Set strategic objectives of the Trust &amp; Schools</b>	Determine– for the Trust & Schools	Develop – in the case of the Schools in consultation with LAB &Head of School	Recommend	Consult – in the case of their School
<b>Develop the character, mission &amp; ethos of Trust &amp; Schools</b>	Determine– for the Trust Consult – for the Schools	Develop – for the Trust Consult – for the Schools	Deliver – for the Schools	Recommend – for the Schools
<b>Deliver strategic objectives of the Trust &amp; Schools</b>	Review	Deliver	Review	Deliver
<b>Scrutiny: Performance – review &amp; challenge progress of the Trust against its strategic objectives and KPIs</b>	Review – progress of the Trust & Schools	Report Review - reports from the LABs/ Head of School	Review – progress of the School Report – progress to the CEO & Trustees	Report – progress of the School to the LAB
<b>Scrutiny: Ethos – operation of the Trust &amp; Schools against the agreed character, mission &amp; ethos</b>	Review	Report	Review	Report
<b>Compliance: Funding Agreement – comply with all obligations including the Schools Financial Handbook</b>	Review	Deliver	Comply	Comply
<b>Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety</b>	Review	Deliver Report – to Trustees	Review	Deliver Report – to LAB &CEO

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<b>Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds</b>	Determine – policies to ensure compliance Review	Deliver Report – to Trustees	Review	Deliver Report – to LAB & CEO
<b>Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions</b>	Determine – policies to ensure compliance Deliver		Deliver	
<b>Trust Risk Register</b>	Review delivery	Deliver – management of corporate risk register	Review - School risk register	Deliver – management of School risk register
<b>Appointments of Trustees and Governors – ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills to run the Trust and the Schools)</b>	Determine – policies and criteria for the selection of Trustees and Governors  Review – the Trustees’s own performance  Review – performance of the LABs	Report - to the Trustees on the performance of the LABs  Review - annually the size, structure and composition and skill Determines of LABs  Recommend – if appropriate changes to the size	Review - procedures for the election of staff and parent governors of the LAB  Review – own performance	

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		and composition of the LABs		
<b>Register of Interests</b>	Deliver		Deliver	
<b>Appointment of Clerk – Trustees and LABs</b>	Deliver - appoint the clerk to the Trustees & LABs		Consult –in connection with the appointment of the LAB clerk	
<b>Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health &amp; safety and safeguarding)</b>	Determine	Deliver – presenting polices to the Trustees for approval  Report – material non-compliance to the Trustees	Review – all policies approved by the Trustees and School specific policies	Deliver – presenting school specific policies for approval by the LAB  Report – non-compliance to the LAB and the CEO
<b>Prepare terms of reference for LAB’s and Committees</b>	Deliver Review - annually	Develop	Consult	
<b>Training programme for trustees and governors</b>	Deliver	Develop	Deliver	Consult

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## EDUCATION AND CURRICULUM

	Trustees	CEO	LAB	Head of School
<b>School Improvement Plan</b> - for each School in line with strategic aims of the Trust	Determine - the School Improvement Plan in consultation with the appropriate LAB	Deliver – drafting and agreeing the School Improvement Plan	Recommend – School Improvement Plan to the Trustees	Work with the CEO in producing the School Improvement Plan  Review – the School Improvement Plan
<b>Key Performance Indicators – setting</b> and reviewing performance of the Trust & the Schools	Determine – Trust wide and School KPIs  Review – performance against KPIs	Consult – with the LABs and propose KPIs to the Trustees  Receive reports - from the LABs and report performance of the LABs against KPIs	Recommend – targets for performance of the School to the CEO  Review – performance of the School and report to the CEO  Deliver - holding leadership to account for delivery against KPIs	Deliver – performance of the School against KPIs  Report – performance of the school to LAB

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## EDUCATION AND CURRICULUM

	Trustees	CEO	LAB	Head of School
<b>Quality of Teaching</b> - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work of the CEO	Deliver - supporting the Schools and intervening where appropriate	Review - at the School	Review – management of staff to ensure teaching and learning objectives are met  Report- strengths and concerns in the quality of teaching to LAB
<b>Curriculum</b> – setting the curriculum for the Schools and reviewing its effectiveness	Determine - curriculum and standards  Review – effectiveness of the curriculum across Trust	Deliver  Recommend	Consult  Review	Deliver
<b>Curriculum</b> - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.	Review	Report – to Trustees effectiveness of use of the Pupil Premium across Trust	Review	Deliver
<b>Pupil Premium / Pupil Premium Plus / Sports Premium / Service Children / Early Years Pupil Premium (and any other specific delegation of funding)</b> –reviewing and challenging the value for money/ ROI	Review	Report / Deliver – to Trustees effectiveness of use across Trust	Determine & Review – how Pupil Premium is spent at the School	Deliver  Report – on effectiveness of

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in terms of educational outcomes and narrowing the achievement gap				use of the Pupil Premium
<b>Collective worship arrangements for school without religious character</b>		Review	Review	Deliver
<b>Set admissions policy</b>	Deliver	Develop		
<b>Admission decisions</b>		Review	Deliver	Consult
<p><b>Review – considering and evaluating performance of the Schools by:</b></p> <ul style="list-style-type: none"> <li>▪ reviewing progress against agreed KPIs</li> <li>▪ holding each school’s leadership to account for academic performance, quality of care and quality of provision</li> <li>▪ monitoring the overall effectiveness and efficiency of leadership and management at the Schools</li> <li>▪ receiving reports on the quality of teaching and learning and making recommendations to the Trustees.</li> </ul>	Review	Review	Deliver	Report
<b>Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.</b>	Review of MAT	Consult	Review individual School	Deliver

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<b>Review priorities - considering the aims and priorities for raising standards of achievement in each of the Schools' strategic plans.</b>	Review of MAT	Consult	Review individual School	Deliver
<b>Report – termly to Trustees on performance</b>	Review	Review	Deliver	Deliver
<b>Student issues</b> (including attendance, exclusions, punctuality and disciplinary matters for each School)	Review	Review / Determine	Receiving reports from the Head of School  Report any material issues to the Trustees and the CEO	Deliver – ensuring student issues are dealt with in accordance with Trust and School Policies  Report – to the LAB on any material issues
<b>School Hours – setting the opening and closing times for the Schools</b>	Determine – in consultation with LABs	Consult	Consult – with the Trustees	Comply
<b>Term Dates and length of school day</b>	Determine – in consultation with LABs	Consult	Consult – with the Trustees	Comply
<b>School lunch – ensure provided to appropriate nutritional standards</b>	Review	Review	Review	Deliver

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<b>Provision of free school meals to those meeting criteria</b>	Review	Review	Review	Deliver
<b>Safeguarding</b> – including ensuring each School has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	Review	Review	Deliver	Deliver
<b>Stakeholder Engagement –</b> <ul style="list-style-type: none"> <li>▪ Promoting partnership working between parents/carers and the Schools to promote high standards of attendance, behaviour and learning by students.</li> <li>▪ Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Schools to assess its performance against its stated aims and objectives.</li> <li>▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.</li> </ul>	Review	Consult	Determine	Deliver
<b>Ofsted Inspections Trust Support –</b> <ul style="list-style-type: none"> <li>▪ Trustees will liaise with Ofsted where MAT is inspected or it will assist with an School inspection.</li> </ul>	Deliver	Deliver	Support	Support

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<ul style="list-style-type: none"> <li>▪ CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review</li> <li>▪ CEO will support LABs and Head of School for individual School inspections</li> </ul>				
<b>Ofsted Inspections: Schools</b>	Review	Support	Deliver	Deliver

<b>FINANCIAL</b>				
	<b>Trustees</b>	<b>CEO</b>	<b>LAB</b>	<b>Head of School</b>
<b>Appointment of the Audit &amp; Risk Committee</b>	Deliver			
<b>Appointment of the Accounting Officer &amp; Chief Financial Officer</b>	Deliver	Deliver – the Accounting Officer role		
<b>Recommend appointment of External Auditors to the Members</b>	Deliver	Report		
<b>Appointment of the Internal Auditors</b>	Deliver			
<b>Approve Annual Accounts</b>	Approve	Deliver – arrange for auditing and filing of annual report and accounts	Comply – by ensuring School keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts	
<b>Scheme of Financial Delegation &amp; Financial Policies – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements</b>	Determine  Comply	Review – compliance  Report – any issues or non-compliance to the Trustees	Review - compliance by the School  Report – any issues or non-compliance to the CEO	Comply

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		Comply	Comply	
FINANCIAL				
	Trustees	CEO	LAB	Head of School
<b>Bank Accounts</b> – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Determine	Recommend		
<b>Funding Model</b> - agreeing a funding model across the Trust and develop an individual funding model for the Schools) so as to the secure the Trust’s financial health in the short term and the long term	Determine – in consultation with the LABs	Recommend a funding model to the Trustees for approval Review	Consult – with the Trustees Review -compliance with the overall financial plan for the School	Comply
<b>Trust Annual Budget</b> – formulating and setting the Trust wide budget	Determine  Approve – significant variances (as defined in the Scheme of Financial Delegation)	Deliver - preparation of Trust budget and present to the Trustees for approval Review – submission of Trust budget to the EFA		
<b>School Annual Budgets</b> – formulating and determining the proportion of the overall budget to be delegated to each School (including uses of contingency funds/ balances)	Determine  Approve – significant variances (as defined in the Scheme of Financial Delegation)	Deliver - preparation of School budgets in consultation with the LGBs and present to the Trustees for approval	Consult - with CEO& CFO in respect of the School’s requirements  Comply  Approve within permitted limits	Deliver – in consultation with CFO  Comply

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		Review – submission of School budgets to the EFA	(as defined in the Scheme of Financial Delegation) any variances	
<b>FINANCIAL</b>				
	<b>Trustees</b>	<b>CEO</b>	<b>LAB</b>	<b>Head of School</b>
<b>Expenditure and ensuring delivery of Annual Budgets</b>	Review	Report – to the Trustees any material issues with delivery against the Annual Budget by the Schools  Receive reports – on matters of concern in connection with compliance with the Annual Budgets	Review  Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the School	Report – to the LAB any need for any matters of concern in respect of the School's annual budget
<b>Reporting:</b> financial reporting and KPIs	Determine  Review	Deliver	Review	Deliver
<b>Investments</b> – agreeing the investment policy in line with the Schools Financial Handbook and the Scheme of Financial Delegation	Determine and review delivery	Deliver		

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## HR AND OPERATIONS

	Trustees	CEO	LAB	Head of School
<b>Appointing the CEO</b>	Appoint			
<b>Appointing the Head of Schools at each School</b>	Approve -in consultation with the CEO/ LABs	Recommend – sit on appointment panel along with, Trustee &[two] representatives of the relevant LAB	Recommend – [two representatives] to sit on the appointment panel with the CEO&Trustees.	
<b>Appointing of cross-Trust Staff (in line with recruitment policy)</b>	Review	Appoint and report to the Trustees		Recommend
<b>Appointing School SLT (excluding Head of School)</b>		Recommend – sit on appointment panel along with, Trustee &[two] representatives of the relevant LAB	Recommend – [two representatives] to sit on the appointment panel with the CEO& Trustees.	Recommend
<b>Appointing School Staff (excluding SLT &amp; Head of School)</b>		Recommend – sit on appointment panel along with, Trustee &[two] representatives of the relevant LAB	Recommend – [two representatives] to sit on the appointment panel with the CEO& Trustees.	Recommend
<b>Establishing Trust wide HR Policies</b> (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Deliver	Comply	Comply

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<p><b>Setting Appraisal Performance Management Policy together with pay reviews</b> (in line with the Trust's pay policy and all statutory regulations)</p>	<p>Review – in respect of CEO Receive reports – in respect of appraisal arrangements and outcomes Review – any appeals in respect of the Principals and cross school staff</p>	<p>Review – in respect of Head of Schools and cross Trust staff (and any appeals from School staff) Review - and Report – (annually) to the Trustees on appraisal arrangements and outcomes</p>	<p>Assure – in respect of performance management of Head of School Review – any appeals respect of all other staff</p>	<p>Review – in respect of all other staff Report – annually to the CEO on appraisal arrangements and outcomes</p>
<p><b>Setting Terms and Conditions of Employment and Staff Handbook</b></p>	<p>Determine – and consider any proposals by LABs to make amendments</p>	<p>Recommend</p>	<p>Comply</p>	<p>Comply</p>
<p><b>Dismissing CEO, Head of School , senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)</b></p>	<p>Review – in respect of the CEO</p>	<p>Review – in respect of Head of Schools, cross school staff and senior leadership teams of the Schools Report – any dismissals to the Trustees</p>	<p>Review – in respect of the Head of School of the School</p>	
<p><b>Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)</b></p>		<p>Review Report – to the Trustees</p>	<p>Review (in consultation with the CEO)</p>	<p>Comply</p>

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			Report – to the CEO	
<b>Reviewing discipline and grievance policy</b>	Review delivery	Recommend	Review - in line with Trust policy	
<b>Setting trust wide procurement policies</b> (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Schools Financial Handbook and the Trust’s procurement policy	Determine	Deliver	Comply	Comply

## HR AND OPERATIONS

	Trustees	CEO	LAB	Head of School
<b>Setting school specific procurement policies</b> - in accordance with the Funding Agreement, Schools Financial Handbook and the Trust's procurement policy	Determine	Deliver	Comply	Comply
<b>Enter into contracts – up to limit of delegation set out in Scheme of Financial Delegation</b>	Deliver	Deliver	Review	Deliver
<b>Determining and allocating central services provided to the Schools by the Trust</b>	Determine (in consultation with the LABs)	Deliver– on recommending the allocation of services to the Trustees	Consult	Consult
<b>Overseeing the effectiveness of services provided centrally by the Trust</b>	Review	Deliver and report to Trustees	Report – to the Trustees	
<b>Asset and Premises Maintenance Strategy –</b> determining use of Schools' premises and ensuring premises are adequately maintained	Determine – Trust wide policy	Recommend	Determine – school plan in accordance with Trust policy  Review delivery of school plan	Deliver – in accordance with School policy
<b>Acquiring and disposing of Trust land</b>	Deliver	Recommend		
<b>Changing use of Assets</b>	Review	Determine	Consult	Consult
<b>Arranging insurance for the Trust</b>	Review	Deliver		

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<b>Media and PR</b> - overseeing public relations activities to project the activities of the Trust and the Schools to the wider community	Review	Deliver – Trust wide activities	Comply	Comply
<b>Information management</b> – including adopting and following policies for information security and compliance with FoI and DPA legislation and maintaining accurate records (staff, student)	Determine	Deliver	Comply	Comply
<b>School Prospectus</b>		Review	Deliver	Recommend
<b>Trust Prospectus and website</b>	Review	Deliver		

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In this Scheme the phrases used above have the following meanings:

**Comply:** the individual/group will follow agreed policies and procedures.

**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 this will be at Trust level. In the case of the Head of School this will be at School level.

**Determine:** the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Schools (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 individual/group.

**Recommend:** the individual/group that should make recommendations as to how a particular task should be completed. In the case of:

- the CEO they will be making recommendations to the Trustees and/or LAB (as appropriate)
- the LAB they will be making recommendations in relation to their School to the Trustees, CEO and/or Head of School(as appropriate)
- the Head of School they will be making recommendations in relation to their School to the CEO and/or LAB (as appropriate).

**Report:** the individual/group that has responsibility for reporting on the delivery of tasks. In the case of:

- the CEO - they will be making reports to the Trustees and/or LAB (as appropriate)
- the LAB - they will be making reports in relation to their School to the Trustees and/or CEO (as appropriate)
- the Head of School - they will be making reports in relation to their School to the CEO and/or LAB (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:

- the Trustees they will be reviewing the CEO and/or LAB (as appropriate)
- the CEO they will be reviewing the Head of School
- the LAB they will be reviewing the Head of School and his/her leadership team.

**Support:** the individual/group that should support completing a particular task.