



DISCOVERY MULTI SCHOOL TRUST - SCHEME OF DELEGATION 2019-20

Adopted on 5th July 2016 & last reviewed on 23rd September 2019

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.

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.

STRATEGY AND LEADERSHIP

	Trustees	CEO	LAB	Head of School
Set strategic objectives of the Trust & Schools	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
Develop the character, mission & ethos of Trust & Schools	Determine– for the Trust Consult – for the Schools	Develop – for the Trust Consult – for the Schools	Deliver – for the Schools	Recommend – for the Schools
Deliver strategic objectives of the Trust & Schools	Review	Deliver	Review	Deliver
Scrutiny: Performance – review & challenge progress of the Trust against its strategic objectives and KPIs	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
Scrutiny: Ethos – operation of the Trust & Schools against the agreed character, mission & ethos	Review	Report	Review	Report
Compliance: Funding Agreement – comply with all obligations including the Schools Financial Handbook	Review	Deliver	Comply	Comply
Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety	Review	Deliver Report – to Trustees	Review	Deliver Report – to LAB &CEO

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	Determine – policies to ensure compliance Review	Deliver Report – to Trustees	Review	Deliver Report – to LAB & CEO
Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Determine – policies to ensure compliance Deliver		Deliver	
Trust Risk Register	Review delivery	Deliver – management of corporate risk register	Review - School risk register	Deliver – management of School risk register
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)	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	

		and composition of the LABs		
Register of Interests	Deliver		Deliver	
Appointment of Clerk – Trustees and LABs	Deliver - appoint the clerk to the Trustees & LABs		Consult –in connection with the appointment of the LAB clerk	
Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	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
Prepare terms of reference for LAB’s and Committees	Deliver Review - annually	Develop	Consult	
Training programme for trustees and governors	Deliver	Develop	Deliver	Consult

EDUCATION AND CURRICULUM

	Trustees	CEO	LAB	Head of School
School Improvement Plan - 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
Key Performance Indicators – setting 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

EDUCATION AND CURRICULUM

	Trustees	CEO	LAB	Head of School
Quality of Teaching - 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
Curriculum – 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
Curriculum - 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
Pupil Premium / Pupil Premium Plus / Sports Premium / Service Children / Early Years Pupil Premium (and any other specific delegation of funding) –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
Collective worship arrangements for school without religious character		Review	Review	Deliver
Set admissions policy	Deliver	Develop		
Admission decisions		Review	Deliver	Consult
Review – considering and evaluating performance of the Schools by: <ul style="list-style-type: none"> ▪ reviewing progress against agreed KPIs ▪ holding each school’s leadership to account for academic performance, quality of care and quality of provision ▪ monitoring the overall effectiveness and efficiency of leadership and management at the Schools ▪ receiving reports on the quality of teaching and learning and making recommendations to the Trustees. 	Review	Review	Deliver	Report
Self-evaluation – carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.	Review of MAT	Consult	Review individual School	Deliver

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Review priorities - considering the aims and priorities for raising standards of achievement in each of the Schools' strategic plans.	Review of MAT	Consult	Review individual School	Deliver
Report – termly to Trustees on performance	Review	Review	Deliver	Deliver
Student issues (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
School Hours – setting the opening and closing times for the Schools	Determine – in consultation with LABs	Consult	Consult – with the Trustees	Comply
Term Dates and length of school day	Determine – in consultation with LABs	Consult	Consult – with the Trustees	Comply
School lunch – ensure provided to appropriate nutritional standards	Review	Review	Review	Deliver

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Provision of free school meals to those meeting criteria	Review	Review	Review	Deliver
Safeguarding – 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
Stakeholder Engagement – <ul style="list-style-type: none"> ▪ Promoting partnership working between parents/carers and the Schools to promote high standards of attendance, behaviour and learning by students. ▪ 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. ▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience. 	Review	Consult	Determine	Deliver
Ofsted Inspections Trust Support – <ul style="list-style-type: none"> ▪ Trustees will liaise with Ofsted where MAT is inspected or it will assist with an School inspection. 	Deliver	Deliver	Support	Support

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<ul style="list-style-type: none"> ▪ 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 ▪ CEO will support LABs and Head of School for individual School inspections 				
Ofsted Inspections: Schools	Review	Support	Deliver	Deliver

FINANCIAL				
	Trustees	CEO	LAB	Head of School
Appointment of the Audit & Risk Committee	Deliver			
Appointment of the Accounting Officer & Chief Financial Officer	Deliver	Deliver – the Accounting Officer role		
Recommend appointment of External Auditors to the Members	Deliver	Report		
Appointment of the Internal Auditors	Deliver			
Approve Annual Accounts	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	
Scheme of Financial Delegation & Financial Policies – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements	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
Bank Accounts – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Determine	Recommend		
Funding Model - 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
Trust Annual Budget – 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		
School Annual Budgets – 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	
FINANCIAL				
	Trustees	CEO	LAB	Head of School
Expenditure and ensuring delivery of Annual Budgets	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
Reporting: financial reporting and KPIs	Determine Review	Deliver	Review	Deliver
Investments – agreeing the investment policy in line with the Schools Financial Handbook and the Scheme of Financial Delegation	Determine and review delivery	Deliver		

HR AND OPERATIONS

	Trustees	CEO	LAB	Head of School
Appointing the CEO	Appoint			
Appointing the Head of Schools at each School	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.	
Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Trustees		Recommend
Appointing School SLT (excluding Head of School)		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
Appointing School Staff (excluding SLT & Head of School)		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
Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Deliver	Comply	Comply

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<p>Setting Appraisal Performance Management Policy together with pay reviews (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>Setting Terms and Conditions of Employment and Staff Handbook</p>	<p>Determine – and consider any proposals by LABs to make amendments</p>	<p>Recommend</p>	<p>Comply</p>	<p>Comply</p>
<p>Dismissing CEO, Head of School , senior/ cross Trust staff (in accordance with the Trust disciplinary and capability policies)</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>Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)</p>		<p>Review Report – to the Trustees</p>	<p>Review (in consultation with the CEO)</p>	<p>Comply</p>

			Report – to the CEO	
Reviewing discipline and grievance policy	Review delivery	Recommend	Review - in line with Trust policy	
Setting trust wide procurement policies (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

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HR AND OPERATIONS

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

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Media and PR - 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
Information management – 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
School Prospectus		Review	Deliver	Recommend
Trust Prospectus and website	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.