



The Castle Partnership Trust

ACHIEVE | BELONG | PARTICIPATE

Scheme of Delegation

Valuing the individuality and ethos of each school

The Castle Partnership Trust exists both to promote the sharing of excellence and capacity and to support each school in maintaining its own identity and ethos. Every Local Governing Body may issue its own ethos statement and the Board of Directors, Chief Executive Officer (CEO) and other bodies within the Trust will be mindful of the importance of each school retaining its own identity.

This Scheme of Delegation is granted to schools by the Board of Directors. The Directors will withdraw this delegation or part of it if there is significant concern supported by robust data around the actual or predicted outcome for students, the safety and welfare of students or the financial stability of the school.

The Board of Directors

The Board of Directors is the statutory Governing Body for all schools within the Trust but will delegate according to the provisions set out in the Trust Articles and this Scheme of Delegation. Only the Board of Directors can take decisions on the delegation of powers, including the establishment of Local Governing Bodies (LGBs) or committees and the approval of Terms of Reference. The appointment of governors (with the exception of elected staff governors and Diocesan/Foundation representatives on Church School Local Governing Bodies) will be made by the Board of Directors on the recommendation of the Local Governing Body. The Board of Directors will also review the terms of reference, constitution and membership of any Local Governing Body, committee or sub-committee annually.

Directors' Monitoring Group

The Board of Directors will appoint a Directors' Monitoring Group (DMG) where there is underperformance of a school in outcomes or standards.

Local Governing Bodies

The Board of Directors will establish a Local Governing Body in each school. The Local Governing Body is empowered, as a Committee of the Board of Directors, to act and exercise the powers and responsibilities set out in this scheme of Delegation and in its Terms of Reference. The committee structure of the local governing bodies may include sub-committees. The Local Governing Body may also review the establishment, Terms of Reference, constitution and membership of any committee or sub-committee annually.

Each committee must have a chair, who is either appointed by the Local Governing Body or elected by the committee. Neither the Board of Directors nor any committee with delegated powers of governance may contain more than one third members who are employed by the Trust.

Matters which cannot be completely delegated

There are some roles, decisions and powers on which the Board of Directors must retain the final say:

- The Board of Directors is the employer of all staff and therefore is the final appeal body in most matters of pay and staff discipline;
- The Board of Directors is the admissions authority for all schools in the Trust;
- The Board of Directors will agree the final budget for each school.

The Board of Directors may delegate such authority as it deems appropriate to a Local Governing Body but the Board of Directors remains collectively and personally responsible for every decision made by a Local Governing Body.

Consequently, the Trust will not:

- (a) restrict its own ability to withdraw such delegation at any time, with or without notice or
- (b) delegate authority to the Local Governing Body to:
 - set a budget without the approval of the Board of Directors; appoint or remove a headteacher (though the Local Governing Body will always be consulted and will lead an appointment process);
- (c) act in a way inconsistent with any of the Trust's published policies and procedures.

Reading the Scheme of Delegation

A number of bodies or persons within the Trust may have interest in any particular element within the Scheme of delegation. To clarify to which tier a decision is being delegated the body responsible is indicated by a tick.

In this document the phrases used have the following meanings:

Approve: The Board of directors sign or give formal consent to a decision made elsewhere, making it officially valid. The Board reserves the right to withhold ratification.

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 Chief Executive this will be at Trust level. In the case of the HT 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.

Monitor: the individual/group that should monitor the task.

Ratify: the individual/group that should finalise approval

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the Chief Executive they will be making recommendations to the Board and/or Local Governing Body (as appropriate), (ii) the Local Governing Body they will be making recommendations in relation to their school to the Board, Chief Executive and/or HT (as appropriate) and (iii) the HT they will be making recommendations in relation to their school to the Chief Executive and/or Local Governing Body (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the Chief Executive they will be making reports to the Board and/or Local Governing Body (as appropriate), (ii) the Local Governing Body they will be making reports in relation to their school to the Board and/or Chief Executive (as appropriate) and (iii) the HT they will be making reports in relation to their school to the Chief Executive and/or Local Governing Body (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 Chief Executive and/or Local Governing Body (as appropriate), (ii) the Chief Executive they will be reviewing the HT and (iii) the Local Governing Body they will be reviewing the HT and his/her leadership team.

		DIRECTORS	CEO	TRUST BUSINESS MANAGER (TBM)	LGB	HT
	TRUST EDUCATIONAL					
1.	Set strategic objectives of the Trust	Determine	Recommend			
2.	Deliver strategic objectives of the Trust	Monitor	Deliver			
3.	Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs	Monitor Direct the CEO to take action/change direction.	Report			
4.	Expansion of the Trust - consider requests from other schools to join the Partnership	Approve	Recommend			
5.	MAT Development Plan Including KPIs which are formed by the HTs' reports	Approve Monitor	Deliver Report			
6.	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Monitor	Review Support and quality assure HTs in their leadership on teaching standards.		Review	Deliver Report

		DIRECTORS	CEO	TBM	LGB	HT
7.	Action Plans - where there is underperformance of a school in outcomes or standards.	<p>Approve Review Monitored by Directors' Monitoring Group (DMG) which reports to the Board.</p> <p>DMG is appointed by the Board.</p> <p>The Board of Directors may suspend some or all of the powers delegated in this scheme until standards have improved.</p>	<p>Determine with HT Report to DMG</p> <p>The CEO will ensure that resources are identified to support improvement plans where required.</p>		<p>Review Recommend</p>	<p>Determine with CEO</p> <p>Works with the CEO to construct the action plan</p>
8.	MAT CPD Programme – developing and implementing an offer of professional development relevant to all schools (The CPD offer will largely be delivered by Teaching Schools)	Review	Deliver			

		DIRECTORS	CEO	TBM	LGB	HT
9.	<p>Set admissions policy</p> <p>The Board of Directors acts as the Admissions Authority for the whole Trust</p>	<p>Determine Approve</p> <p>Determine the Planned Admissions Number (PAN) for each school.</p> <p>Ensure that admissions criteria and practices are aligned to the aims of the Trust.</p>	<p>Report on compliance with statutory expectations and the Trust's policy.</p> <p>Oversee statutory arrangements for consultation on admissions policy.</p> <p>Oversee the day to day admissions function associated with admissions enquiries and applications.</p>			<p>Deliver – seeking the support of CEO as required.</p>
10.	<p>Change in age range of any of the Trust's schools</p>	<p>Determine</p>	<p>Recommend</p>			
11.	<p>Collective worship arrangements for school without religious character.</p> <p>Schools with religious character maintain the character.</p>	<p>Monitor</p> <p>Monitor</p>				<p>Deliver</p> <p>Deliver</p>

		DIRECTORS	CEO	TBM	LGB	HT
12.	Develop the distinctive ethos and aims of the individual schools. Uphold the distinctive Christian character of Church of England schools.	Monitor				Deliver
13.	Student/Pupil issues (including attendance, exclusions, punctuality and disciplinary matters for each)	Review	Review delivery		Receive reports from HT. Report any material issues to the Board and CEO.	Deliver. Ensuring student issues are dealt with in accordance with the Trust's policies. Report to the LGB on any material issues.
14.	Fixed and Permanent Exclusions	Monitor by receiving reports from LGBs.	Receive reports. Scrutinise.		Review. To hold hearings and reviews as per the Trust's disciplinary policy.	Deliver
15.	Term Dates	Determine. In consultation with the LGBs and other local schools.	Recommend		Consult with the Board	Comply
16.	To develop a MAT safeguarding policy in line with statutory requirements and best practice.	Monitor	Report. Consult auditing of policy to ensure compliance.		Review. Appoint Safeguarding Governor.	Deliver

		DIRECTORS	CEO	SBM	LGB	HT
17.	To establish, review and implement the Trust’s safeguarding policy	Approve Review	Deliver for the Trust		Monitor	Implement in the school
SCHOOL EDUCATIONAL						
18.	Set strategic objectives of each school	Approve	Support HTs		Determine	Recommend
19.	Development Plan - for each school in line with strategic aims of the Trust. HT reports must report on student progress against the School Improvement Plan (SIP) including KPIs – milestones for every year group.		Support HTs		Approve Monitor	Determine in consultation with the LGB
20.	Key Performance Indicators – setting and reviewing performance of the Schools	Ratify KPIs developed by each LGB	Report performance of LGB against KPIs. Ensure each school’s KPIs are aligned with the Trust KPIs. Support the LGB in developing KPIs to recommend to the Board.		Recommend targets for performance of the school to the Board. Review performance of the school and report to the CEO. Deliver – hold the HT to account for delivery against the KPIs.	Deliver – performance of the school against KPIs making sure to institute rigorous tracking of students, classes and sub-groups. Report performance of the school to the LGB.

		DIRECTORS	CEO	TMB	LGB	HT
21.	Curriculum – setting the curriculum for the schools and reviewing its effectiveness.	Review	Review effectiveness of the curriculum across the Trust. Report on compliance on statutory curriculum requirements to the Board.		Approve the curriculum for the school.	Develop and recommend the curriculum model to the LGB.
22.	Individual School CPD – developing and implementing an offer of professional development relevant to the individual needs of the school.				Review	Recommend Deliver
23.	Pupil Premium – reviewing and challenging the value for money/impact of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap.	Review. Approve how PP should be used across the Trust.	Report to the Board on the effectiveness of use of the PP across the Trust		Review how PP is spent at the school and its impact. Recommend to the Board how PP should be used.	Determine – allocate resources efficiently to deliver strategies which raise achievement. Recommend to the LGB how PP should be used.
24.	School hours and length of school day – setting the opening and closing times for the Schools	Review			Approve	Recommend

		DIRECTORS	CEO	TBM	LGB	HT
25.	INSET days	Review	Will decide if and when common INSET days are required across the Trust		Approve	Recommend
TRUST BUSINESS						
26.	Maintain accurate, effective and secure employee records.			Monitor Trust's HR processes.		Comply. HTs to maintain accurate records as Trust HR process requires.
27.	Comply with all Data Protection legislation and good practice			Ensure that the Trust is compliant with GDPR duty		Deliver
28.	Funding model – agreeing a funding model across the Trust and develop and individual funding model for the schools to secure the Trust's financial health in the short and long terms.	Approve. In consultation with the LGBs.		Recommend to the Board	Consult with the Board. Review compliance with the overall financial plan for the school	Comply

		DIRECTORS	CEO	TBM	LGB	HT
29.	Trust Annual Budget – formulating and setting the Trust wide budget	Approve		<p>Deliver on preparation of Trust budget and present to the Board for approval.</p> <p>Review – submission of Trust budget to the EFA</p>		
30.	To monitor monthly expenditure - and account to the Trust for value for money	Monitor		Deliver		
31.	Reporting: financial reporting and KPIs published in Annual report and lodged with Companies House	Determine		Deliver	Review	Deliver
32.	Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Schools	Determine		<p>Recommend financial limits to the Board.</p> <p>Review effectiveness of the limits.</p>	<p>Review delivery at the school.</p> <p>Comply – adherence to the limits</p>	Comply – adherence to the limits.

		DIRECTORS	CEO	TBM	LGB	HT
33.	Financial Policies –establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements	Determine		Review – compliance with policies Report any issues or non-compliance to the Board	Review delivery – compliance with policies. Report any issues or non-compliance to the TBM/CEO	Deliver – compliance with finance policies.
34.	Approving annual accounts (Ultimate approval of the accounts sits with the Members)	Approve		Develop – arrange auditing and filing of annual report and accounts	Comply – by keeping proper records in respect of the school and providing such information to the Trust in preparation of the annual accounts.	
35.	Corporate risk register	Approve Review/monitor		Deliver management of corporate risk register	Review school risk register	Deliver management of school risk register
36.	Investments - agreeing the investment policy in line with the Academies Financial Handbook and any internal policies and controls	Approve		Recommend Deliver		
37.	Arrange insurance for the Trust in accordance with the ESFA Handbook	Review		Deliver		
38.	Appointing the CEO	Appoint				

		DIRECTORS	CEO	TBM	LGB	HT
39.	Appointing the HT at each school (The Articles and MoU will indicate the involvement of the Diocese in the appointment of a HT of a CofE school)	Appoint	Recommend		Consult and involve.	
40.	Appointing cross-Trust staff	Consult and involve.	Appoint and report to the Board		Involve (as much as possible)	
41.	Appointing school staff				Involve (as much as possible)	Appoint. Except SLT who are appointed as cross-Trust staff
42.	HT and CEO appraisal	Board to appoint Headteachers' Performance Review (HTPR) Panels for Headteachers and CEO.	Recommend in the case of HT appraisal		Involve	

		DIRECTORS	CEO	TBM	LGB	HT
43.	Implementing the Appraisal/Performance Management policy	<p>Board to appoint Pay Committee.</p> <p>Pay Committee to approve recommendations made by HTPR panel, CEO and HTs.</p> <p>Review appeals about pay decisions and appraisals. Appeals are heard by Directors, as the employers.</p>	Recommend to Pay Committee			Recommend pay progressions and threshold applications to the Pay Committee and CEO.
44.	Dismissing CEO, HTs, Senior/Cross-Trust Staff HT would only be dismissed by Directors following discussions with the LGB	Determine	<p>Review – in respect of HTs, SLT and cross-Trust staff.</p> <p>Report any dismissals to the Board.</p>		Consult/recommend in respect of the HT of the school	
45.	Dismissing all other staff	Approve	Review Report to the Board		Review in consultation with the CEO	Recommend in consultation with the CEO

		DIRECTORS	CEO	TBM	LGB	HT
46.	Determining and allocating central services provided to the schools by the Trust	Determine (in consultation with the LGBs)		Recommend allocation of services to the Board.		
47.	Oversee the effectiveness of services provided centrally by the Trust	Review		Report to the Board	Report to the Board	
48.	Asset and premises maintenance strategy	Approve Trust-wide policy		Recommend	Review delivery of school plan	Deliver in accordance with the policy to ensure sites are safe and compliant.
49.	Allocation of Trust devolved capital to premises projects	Approve		Recommend	Review	Deliver
50.	Developing school buildings strategy or master plan	Approve		Review and recommend		
51.	Acquiring and disposing of Trust freehold owned land (this is tightly governed by the ESFA)	Approve		Recommend	Consult – in the case of land originally belonging to the school	Consult

		DIRECTORS	CEO	TBM	LGB	HT
52.	Changing use of assets	Approve			Recommend to the Board any changes to fixed assets used by the school	
53.	Media and PR of the Trust	Consult - Chair	Deliver Consult with Board			
SCHOOL BUSINESS						
54.	School Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each school and top slice to be retained for central activities (including uses of contingency funds/ balances). NB any carry forwards and reserves held in an individual school will be used for the benefit of that school and not recouped to central funds.	Approve		Recommend	Comply	Comply
55.	To develop and propose the individual school budget	Review		Report	Determine	Deliver

		DIRECTORS	CEO	TBM	LGB	HT
56.	Expenditure and ensuring delivery of Annual Budgets	Review		Report to the Board 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 TBM/CEO any issues with expenditure or compliance with the Annual Budgets by the school	Deliver Report to the LGB any need for any matters of concern in respect of the school's annual budget
57.	Consider any requests for early retirement or flexible working		Consult		Approve	Recommend Deliver
58.	School lunch – ensure provided to appropriate nutritional standards				Review	Deliver
59.	Provision of free school meals to those meeting the criteria				Review	Deliver
60.	Exceptional school closure (eg snow or loss of utilities)		Consult		Consult Chair	Deliver Consult with Chair of Governors and CEO
61.	Media and PR of the school	Consult as necessary	Co-ordinate Trust wide activities			Deliver Consult with CEO
62.	School prospectus and website		Review			Deliver

		DIRECTORS	CEO	TBM	LGB	HT
	GOVERNANCE					
63.	Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Monitor		Advise	Comply	
64.	Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law, health & safety)	Monitor		Advise	Comply	
65.	Compliance: Financial Oversight – ensuring there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Monitor		Advise	Comply	
66.	Compliance: completing the register of business interests and putting in place a procedure to deal with any conflicts of interest and connected party transactions	Determine Monitor			Comply	
67.	Appointment and removal of Directors The process for appointment and removal of Directors is set out in the Trust’s Articles of Association)	Recommend to Members the skills needed for the Board, as vacancies arise.				

		DIRECTORS	CEO	TBM	LGB	HT
68.	Appointment of Governors	Determine			Recommend – propose names of potential governors to the Board.	
69.	Internal organisation of each LGB	Although the Board retains this power, it will in almost all circumstances be limited to noting and confirming the decisions of the LGB.			Determine and report to the Board	
70.	Power to disband an LGB (this would only be used in exceptional circumstances)	Determine				
71.	Appointment of auditors	Approve		Recommend		
72.	Appointment of Clerk to the Board and LGBs	Determine				

		DIRECTORS	CEO	TBM	LGB	HT
73.	Policies Review and approval of Trust policies including HR, admissions, health & safety, safeguarding	Approve	Recommend policies for approval. Report material non-compliance to the Board.		Consult before going to the Board for approval. Comply	Deliver – applying Trust wide policies in the context of the school Report non-compliance to the LGB and CEO
74.	Prepare terms of reference for LGBs and Committees	Determine	Develop			
75.	Provide training programme for Directors and Governors	Consult	Determine subject to approval of Directors			