



Scheme of Delegation

November 2023

Members: Stephen Chaddock, Lesley Drumm, Sarah Bradley, Nicky Chell, Jodie Shaw

Directors:

Abigail Rourke, Wayne Holt, James Flowers, Chris Perkin, Sarah Haydon, Lyndsey Atkinson Benetia Mounsey ,
Nicky Chell .

1 sub-committee established: Finance, Audit, Resource and Risk (Including Health and Safety, HR, Buildings etc,)

Executive Board: CFO, COO, CEO Heads of Schools this group will be both a strategic and operational entity bridging the gap between the LAB and Directors.

Kingsfield First School

Local Advisory Board

Knypersley First School

Local Advisory Board

Springhead Primary School

Local Advisory Board

Castlechurch Primary School

Local Advisory Board

Oxhey First School

Local Advisory Board

Reginald Mitchell School

Local Advisory Board

Our Local Advisory Boards and the level of authority given to them will be established via this Scheme of Delegation and reflect the skills sets on their LAB's and SLT's i.e. earned autonomy.

There will be 7 in total at each school. Members will be 1 Head, 1 Staff member, 2 Parents 3 Co-opted

The governance structure complies with the Academies Financial Handbook and the Articles of Association. All Members, Directors and Local Advisory Board members must adhere to the 'Nolan Principles' of public life which are:

- **Selflessness**
Holders of public office should act solely in terms of the public interest. They should not do so to gain financial or other benefits for themselves, their family or their friends.
- **Integrity**
Holders of public office 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 it.
- **Honesty**
Holders of public office have a duty to declare any private interest relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership**
Holders of public office should promote and support these principles by leadership and example.

All members, Directors and local governors are encouraged to attend training regularly and review training needs annually. The Trust will arrange this training.

The role of the members

The members of the Children First Learning Partnership have a different status to directors. They have been the signatories to the memorandum of association and have agreed the Children First Learning Partnership first articles of association (a document which outlines the governance structure and how the trust operates). The articles of association also describe how members are recruited and replaced, and how many of the directors the members can appoint to the director board. The members appoint directors to ensure that the Children First Learning Partnership's charitable object is carried out and so are able to remove directors if they fail to fulfil this responsibility. Accordingly, the Children First Learning Partnership director board will submit an annual report on the performance of the Children First Learning Partnership to the members. Members are also responsible for approving any amendments made to the Children First Learning Partnership articles of association.

While members are permitted to be appointed as director, in order to retain a degree of separation of powers between the members and the director board, and in line with DfE expectations, only 1 member will be a director. Members are not permitted to be employees of the Children First Learning Partnership.

Main duties and responsibilities

- To appoint Directors to the Trust Board bearing in mind the Articles of Association and the need for a balanced skill set to manage the Trust effectively
- To remove any Director who is not considered to be acting in the best interests of the Trust
- From time to time to review the Articles of Association and to make changes where deemed necessary after taking advice from the Trust Board

- To appoint other Members (to not exceed 5) as necessary in line with the provisions of the Articles of Association
- Ensure the success of the Trust
- Appoint and remove the auditors
- To receive a signed off copy of the annual report and accounts. Expected time commitment – 3 meetings per year

The role of the directors

The directors are the charity directors (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the Children First Learning Partnership in accordance with the provisions set out in the memorandum and articles of association. The board of directors is the accountable body for the performance of all schools within the Children First Learning Partnership and as such must:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the CEO to account for the educational performance of the schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

Because directors are bound by both charity and company law, the terms ‘trustees’ and ‘directors’ are often used interchangeably. We use the term Director. The director board is permitted to exercise all the powers of the Children First Learning Partnership. The director board will delegate to the chief executive responsibility for the day to day operations of the Children First Learning Partnership. The directors can determine whether to delegate any governance functions.

The director board has the right to review and adapt its governance structure at any time which includes removing delegation.

Main duties and responsibilities

- To ensure that the activities of the Trust fulfil the objectives as described in the Articles of Association
- To ensure compliance with the Trust’s duties under company and charity law
- To ensure the academies are compliant with all statutory obligations (eg curriculum, SEND, safeguarding)
- To safeguard the assets of the Trust
- To ensure the solvency of the trust and to abide by the agreements made with the DfE and Educational and Skills Funding Agency (ESFA) including the Master Funding agreement and the Supplemental Funding Agreement and as defined in the current issue of the Academies Financial Handbook
- To determine the overall strategic direction and development of the Trust through good governance and clear strategic planning
- To approve the Trust’s strategic plan
- To challenge and support the Trust’s CEO, senior staff and academy leaders to achieve the outcomes of the strategic plan
- To oversee the performance of the Trust and its academies and direct change where performance falls short of expectation
- To agree policies across the academies within the Trust (unless otherwise delegated to individual academies)
- To ensure that risks are mitigated where possible and otherwise effectively managed
- To review the Trust Board’s terms of reference on a regular basis and to recommend any changes to the Board of Members
- To approve the terms of reference of the Board’s committees
- To, approve the Trust’s annual budget and monitor progress through the receipt of regular reports and to commission auditors
- To approve the annual budget for each academy and monitor expenditure against the budgets
- To approve the annual and other statutory reports to Members and the ESFA

- To agree and review from time to time the scheme of delegation to the academies
- To approve the annual report and accounts prior to submission to Companies House
- To review the effectiveness and skill set of the Board and recommend appropriate changes to the Board of Members

Expected time commitment – 6* Board meetings per year plus FARRC * subject to school term length

The role of committees

The Children First Learning Partnership will have 1 committee: Finance, Audit, Resource and Risk (Including H and S HR, Buildings etc) Strategic Development and Growth

These established committee will initially have no delegated authority to make decisions but instead will provide advice and support, informing the overall work of the director board. However, these committees are not legally responsible or accountable for statutory functions – the director board retains overall accountability and responsibility. The responsibilities of our board committee are set out in their terms of reference; the responsibilities for school local advisory boards are set out in this scheme of delegation. The director board may appoint committee members and committee chairs.

The role of the chief executive officer (CEO)

The CEO is responsible for the promotion of the Children First Learning Partnership

The CEO has the delegated responsibility for the operation of the Children First Learning Partnership including the performance of the Partnership academies and so the CEO performance manages the Heads of each School. Where there is delegation to a local governing committee (LAB) this will usually be with the chair of the LAB alongside.

The CEO is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

Trust key performance indicators

The impact of our improvement strategy will be measured by the following KPIs:

- All academies will be judged good or outstanding by OFSTED within two years of joining the Children First Learning Partnership
- All teaching within our academies will be good or better
- Progress (and ultimately attainment) in our academies will exceed floor targets and will aim to be comparable with the top 25% schools nationally within 3 years of joining the Children First Learning Partnership
- Our academies will demonstrate excellent leadership, including governance, and this inspirational leadership will be shared across academies
- Our academies will be able to accurately self-evaluate and will have a culture of continuous improvement and high aspirations
- High-quality CPD of staff will mean our academies will attract and retain the very best
- All academies will be financially solvent, have reserves and submit three-year financial plans that are realistic, robust and do not produce a deficit financial position
- The Trust will comply with all statutory regulations and have a positive annual audit report

It will be the responsibility of the CEO to alert the director's board if any of these key performance indicators are unlikely to be met.

The CEO leads the executive board of the Children First Learning Partnership. The CEO will delegate executive management functions to the executive management team and is accountable to the director board for the performance of this executive management team.

The role of the Head/ Head of school

The head of school is responsible for the day to day management of the academy. They will demonstrate and fundamentally promote to all stakeholders the following behaviours:

- Children at the heart of all decisions made
- Strong and capable leadership
- People striving to provide outstanding education and to improve outcomes for their pupils
- Interacting with colleagues with respect and trust
- A commitment to continuous improvement

The head of school is managed by the CEO. The head of school reports to the LAB on all operational matters which have been delegated to the them.

The role of the local advisory board

The director board will establish a local advisory board in each school and will appoint the chair. Two parents will be elected to the council. The local advisory board will:

- Seek to understand how the school is led and managed: the head of school will report termly on how the school is fulfilling the trust's ethos, vision and strategy
- Monitoring whether the schools are:
 - Working within agreed policies
 - Meeting the agreed targets
 - Managing their finances well
 - Engaging with stakeholders
 - Reporting to the board
- Act as the panel when reviewing the head's decisions on exclusions, and parents' complaints
- Be the consultative body for the school's stakeholders
- Represent the school's stakeholders
- Forge links with the community
- However, if the school meets any of the following list of concerns the directors may wish to immediately review this scheme of delegation :

Trust Intervention

Intervention by the Trust will be triggered by any of the following:

1. A significant change in leadership or vacancy
2. A rapid and unexpected decline in any national performance data or internal predictions
3. A significant safeguarding issues that cannot be dealt with locally
4. Evidence of serious financial weaknesses or mismanagement
5. A dramatic change (downward) in Ofsted category
6. A unanimous request from the local advisory board
7. Serious and significant complaints from stakeholders or outside bodies that cannot be or have not been satisfactorily resolved locally
8. A reputational risk to the local academy and Trust

9. A local operational decision of risk or significance that would have a bearing on the Trust as a whole

If a member academy or a school joining our multi academy trust is deemed to be inadequate it will automatically revert to the second of the following schemes of delegation with limited responsibility being given to the local advisory board until the director board deems the academy to be providing the appropriate education for its pupils and being led effectively.

Children First Learning Partnership Scheme of Delegation

RASCI Key:- R esponsible - Those responsible for the task, who ensures that it is done A ccountable - Those ultimately answerable for the correct and thorough completion of the deliverable task, and the one who delegates the work to those responsible S upport - Resources allocated to those responsible. Unlike consulted, who may provide input to the task, support help complete the task C onsulted - Those whose opinions are sought, and with whom there is two-way communication I nformed - those who are kept up-to-date on progress	Delegation						
	Members	Directors	Finance, Audit, Resource and Risk Committee (FARRC)	CEO	CFO	LAB	Exec Head or Head

No.	Non-Executive (Governance)	Members	Directors	Finance, Audit, Resource and Risk Committee (FARRC)	CEO	CFO	LAB	Exec Head or Head
1	Members appointment and removal	A	C	I	I	I	I	I
2	Trustees appointment and removal	A	C	I	I	I	I	I
3	Trustees committee - appointment and removal of chair	I	A	I	I	I	I	I
4	Approval of terms of reference for Directors' committees and for LABs		A		R	C	I	I
5	LAB and subcommittee chairs : appoint and removal		A	C	R	C	C	C
6	Revision and agreement of Articles of Association	A	R	C	C	C	I	I
7	Clerk to Trust Board : appoint and removal	I	A	I	R	I	I	I
8	Clerk to LABs : appoint and removal		A		R		C	C
9	Skills audit including succession planning		A	C	R	C	C	C
10	Directors and LAB Member training plan		A	C	R	C	C	C
11	Maintenance of register of interests		A	S	R	S	S	S
	Strategic							
12	Trust Vision and core values		A	C	R	C	C	C
13	School ethos		A		C	I	R	R
14	Overall strategy of the Children First Learning Partnership		A	S	R	S	I	S
14b	Approval of the development plan		A	S	R	S	C	S
15	Admission of new academies to the Children First Learning Partnership	C	A	C	R	S	I	S
16	Admission of new sponsors to the Children First Learning Partnership	C	A	C	R	S	I	S
17	Entering into Funding Agreements, property leases or other legal arrangements for admission of academies	C	A	C	C	R	I	I
18	Determine the level of delegation (authorised to approve/amend organisational scheme of delegation)		A	R	I	C	C	C
19	Determine trust wide policies and approve		A	C	R	R	C	C

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	Members	Directors	Finance, Audit, Resource and Risk Committee (FARRC)	CEO	CFO	LAB	Exec Head or Head

20	Determine risk management processes		A	R	R	R	I	S	
21	Determine school policies and approve		A			I	I	C	R
22	Approval of school development and improvement plans		I	I	A	I	C	R	
23	Determine trust policy for estates management and priorities for investment		A	R	R	R	I	C	
24	Determine trust wide systems and structures including IT network management		A	C	R	R	I	C	
Education/ Curriculum									
25	Approval and monitoring of school targets for pupil attainment, progress, attendance and punctuality		A		A		C	R	
26	Approval and monitoring of school targets for teaching and learning		A		S		S	R	
27	Approval and monitoring of school targets around pupil wellbeing (behaviour and safety including safeguarding)		A		R		S	R	
28	Curriculum provision: planning, implementation and review		A		R		C	R	
29	Special educational needs provision		A		R		C	R	
30	Provision of enrichment activities (clubs, visits, extra-curricular activities)		A		C		C	R	
31	Term dates		A		R		C	C	
32	Length/organisation of school day and wrap around care		A		R		C	R	
33	Complaints (<i>subject to type of complaint as set out in complaints policy</i>)		A		A		C	R	
34	Fixed term and permanent exclusions		A		A		S	R	
35	Exclusion appeals		A		R		I	S	
36	School admission policies and criteria		A		C		C	R	
37	School admission appeals		A		C		C	R	
Finance									
38	Statutory reporting	Completion and approval of annual accounts	I	A	S	S	R	I	I
		Completion and submission of other accounting returns including		A	C	S	R	I	S
39									

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No.	Function	Description	Members	Directors	Finance, Audit, Resource and Risk Committee (FARRC)	CEO	CFO	LAB	Exec Head or Head
		PAYE, VAT, grant and project returns							
40	Internal control	Approval of financial regulations, external auditors		A	C	C	R	I	I
		Appointment and removal of auditors	A	R	C	C	C	I	I
41		Assurance over adequacy of systems of internal financial control		A	R	S	S	I	I
42	Budget & management reporting	Preparation of trust annual budget, academy allocations and contributions		A	C	C	R	I	I
43		Preparation of detailed financial plans at school level		A	C	I	R	C	R
44		Authority to make budget virements <i>(subject to limits set out in financial regulations)</i>		A	C	C	R	I	C
45		Receipt and review of management accounts		A	C	C	R	I	S
46		Review of financial key performance indicators		A	R	C	R	S	S
47	Purchasing & procurement	Placing orders for goods and services within delegated budget <i>(subject to limits set out in financial regulations)</i>		A		R	R	R	R
48		Creating vendors on finance system		A			R		S
49		Entering into new operating lease agreements		A	C	S	R	I	S
50		Renewal of annual service level agreements (central procurement however, may be delegated to schools)		A	I	C	R	I	R/S
51	Banking authority & cash management	Approval to borrow money		A	R	C	C		
52		Cash flow management, treasury and investment		A	C	I	R		S
53		Open a bank account		A	C	I	R		
54		Issue and withdraw credit cards including variation to credit limits <i>(subject to limits set out in financial regulations)</i>		A	C	I	R		S
55	Wages & salaries	Payroll administration – bureau (in-house or external)		A	C	I	R		S
56		Payroll – notification of starters, leavers and amendments		A	S	S	R		S
57		Payroll - monthly approval		A	C	S	R		S

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	Members	Directors	Finance, Audit, Resource and Risk Committee (FARRC)	CEO	CFO	LAB	Exec Head or Head

58		Authorisation of expense claims		A	S	S	R		S
59	Income	Raising sales invoices and debt collection <i>(Bad debt write off subject to limits set out in financial regulations)</i>		A	S	S	R	I	S
60	Fixed assets	Management of capital projects		A	S	R	C	C	S
61		Asset register		A	S	S	R		S
62		Security of assets including loan of assets		A	S	S	R	I	R
63		Disposal of assets <i>(subject to limits set out in financial regulations)</i>		A	C	R	R	I	C
64	Insurances	Annual Risk Review & Premium Renewal		A	C	S	R	I	S
Human Resources									
65	Staff structure	Approval of annual staffing budgets		A	C	S	R	I	R
66		Authorised to increase school/central services headcount within existing staffing budget (replacement only)		A	I	R	S	I	R
67		Approval of formal restructure plans and changes to staff structure		A	C	R	C	S	C
68		Grading of new posts, job evaluation and job description sign off		A	C	R	C	S	C
69	Succession planning	CEO		A	C	S	C	C	C
70		Executive Team members and Heads		A	C	R	C	S	C
71		Other senior leaders and other staff		A	C	R	C	I	C
72	Recruitment	Recruitment and appointment of CEO	I	A/R	C	S	C	C	C
73		Recruitment and appointment of CFO	I	A	A	R	S	I	I
74		Recruitment and appointment of Executive Board members and Heads		A	S	R	S	C	S
75		Recruitment and appointment of other senior leaders (own team)		A	S	R	R	S	R
76		Recruitment and appointment of other staff (own team)		A	S	R	R	S	R
77		Issue employment contracts, compliance with Safer Recruitment practices, right to		A	I	R	R	I	S

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	Members	Directors	Finance, Audit, Resource and Risk Committee (FARRC)	CEO	CFO	LAB	Exec Head or Head

		work and disclosure & barring checks (own team)							
78	Pay	Determination of trust pay ranges and pay awards		A	R	S	S	I	C
79		Appeals for pay award decisions		A/R	I	S	S	C	I
80		Appointments outside range in salary structure		A	C	R	C	I	S
81		<i>Annual pay progression for Executive Team members and Heads (Excluding CEO)</i>		A	C	R	C	I	S
82		Annual pay progression for CEO		A/R	C	I	S	C	C
83		Annual pay progression for other staff within salary structure and staff budget		A	C	I	I	I	R
84		Operation of Policies	Objective setting and performance appraisal for CEO		A	C	C	C	
85	Objective setting and performance appraisal for Executive Team members and Heads			A	S	R	S	S	S
86	Objective setting and performance appraisal for other staff			A		R	R	I	R
87	Approval of severance or redundancy agreements			A/R	C	C	C	I	C
88	Staff disciplinary issues for own team including authority to issue warnings or action other disciplinary measures except dismissal			A	S	R	R	S	R
89	Dismissal and suspension			A	S	R	R	S	S
	Health & Safety								
90	Ensuring the adequacy of health and safety practice throughout the trust		A	S	R	R	S	R	
91	School and places of work health and safety arrangements		A	S	R	R	S	R	
92	Critical incident planning		A	S	R	R	S	R	
93	RIDDOR and accident reporting		A	I	R	R	I	R	
94	Statutory compliance including training and use of risk assessments		A	S	R	R	S	R	
95	General monitoring, action plans in relation to safety of sites including buildings conditions		A	S	R	R	S	R	
	Safeguarding								

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96	Ensure suitable Safeguarding Policy	A	I	R	C	S	C
97	Ensure safeguarding procedures are in place, including monitoring and keeping up to date	A	I	R	C	S	R
GDPR							
98	Ensure suitable Safeguarding Policy	A	I	R	R	S	R
99	Ensure GDPR procedures are in place, including monitoring and keeping up to date	A	I	R	R	S	R
100	Appointment of a DPO Officer (Trust and at school level)	A	I	R	R	I	R
Relationships and Marketing							
101	Ensuring effective pupil recruitment	A	I	S	S	S	R
102	Marketing and public relations promotion of the Trust	A	I	R	S	S	S
103	Marketing and public relations promotion of the schools	A	I	S	S	S	R