

# **Wickersley Partnership Trust**

## **Scheme of Delegations 2017/18**

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### **Introduction**

As a charity and company limited by guarantee, Wickersley Partnership Trust (the “Company”) is governed by a Board of Trustees/Directors who are responsible for, and oversee, the management and administration of the Company and the academies run by the Company. The Trustees/Directors are accountable to external government agencies including the Charity Commission and the Department for Education for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.

The corporate governance structure that the Trust agreed with the DFE, is a model with a Board of Directors setting the overall strategic direction for the academies collectively and Local Governing Bodies having delegated duties for their respective academy.

The Scheme of Delegation sets out where responsibilities lie for the discharge of these duties across the Trust and its schools. The scheme is structured into four key areas:-

1. Strategy and Leadership
2. Education and Curriculum
3. Finance
4. Human Resources and Operations

**Section 1 : Strategy and Leadership**

Ref	Strategy and Leadership	Trustees/ Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
1.1	Set Strategic Objectives of the Trust	Determine	Develop		
	Set Strategic Objectives for the Academy	Determine – for Academies	Develop – in consultation with LGB & HT to be reported to Trust Board	Recommend to CEO	Develop - in consultation with CEO and LGB
1.2	Deliver strategic objectives of the Trust	Review/Approve	Deliver	Comply	Comply
1.3	Deliver strategic objectives of the Academies			Review/Approve	Deliver
1.4	Scrutiny – Review/Approve and challenge progress of the Trust against its strategic objectives and key performance indicators	Review/Approve – Progress of the Trust & Academies	Review/Approve reports from the LGBs/HTs  Report to Trust Board	Review/Approve – progress of the Academy  Report – progress to the CEO & Trust Board	Report - progress of the Academy to the LGB and CEO
1.5	Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook	Review/Approve	Deliver	Comply	Comply
1.6	Compliance: Regulatory – with all regulations affecting the trust (including charity law, company law, employment law, health & safety and safeguarding)	Review/Approve	Deliver – ensure cross Trust compliance  Review/Approve – academy action plans	Review/Approve compliance of the Academy  Report – to Trust Board action plan for reported exceptions	Deliver – ensure compliance  Report – exceptions immediately to CEO; to next meeting of LGB

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Ref	Strategy and Leadership	Trustees/ Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
1.7	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/Approve	Deliver – ensure compliance  Report exceptions and action plans to Trust Board	Review/Approve – practice in Academy  Determine action plan in consultation with CEO/CFO	Deliver – ensure compliance  Report exceptions to CEO and LGB
1.8	Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Deliver – Trust Board’s interests	Deliver	Deliver – update Academy Finance Manager on changes or additions	Deliver - update Academy Finance Manager on changes or additions
1.9	Appointments of Directors and Governors – ensuring processes in place for appointment of Trustees/Directors (including ensuring that the Trustees/Directors and Governors have the skills to run the Trust and the Academies)	Determine – policies and criteria for the selection of Trustees/Directors and Governors  Review/Approve – the Board’s own performance  Review/Approve – performance of the LGBs	Report – to the Trust Board on the performance of the LGBs  Review/Approve – annually the size, structure, composition and skill sets of LGBs  Recommend – if appropriate changes to the size and composition of the LGBs	Review/Approve – procedures for the election of staff and parent governors of the LGB  Review/Approve – own Governors performance	Recommend support for Governors skills CPD/training

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Ref	Strategy and Leadership	Trustees/ Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
1.10	Appointment of the Audit Committee	Deliver – appoint the Audit Committee			
1.11	Appointment of Clerk – Trust Board and LGBs	Deliver – appoint the clerk to the Trust Board & LGBs		Recommend to Trust Board the appointment of the LGB clerk	
1.12	Appointment of Chair – Trust Board and LGBs	Approve the appointment of the LGB Chair of Trust Board and LGBs		Recommend to Trust Board the appointment of the LGB Chair	
1.13	Policies – review and approval of policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine Trust wide policies	Deliver – presenting policies to the Trust Board for approval  Report – material non-compliance to the Trust Board	Comply with all Trust policies approved by the Trust Board  Review/Approve – all Academy specific policies	Deliver – presenting Academy specific policies for approval by the LGB  Report – non-compliance to the CEO and the LGB
1.14	Prepare terms of reference for LGBs and committees	Deliver  Review/Approve - annually	Develop – in consultation with LGBs	Consult/Comply	Consult/Comply
1.15	Training programme for Directors/Trustees and Governors	Directors/Trustees to receive	Develop – for Directors/Trustees	Governors to receive	Develop/Deliver – for LGB in consultation with CEO

**Section 2 : Education and Curriculum**

Ref	Education & Curriculum	Trustees/Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
2.1	Academy Development Plan – for each Academy in line with strategic aims of the Trust	Review/Approve – the Academy Development Plan in consultation with the appropriate LGB	Review – the Academy Development Plan in line with the Trust’s Plan	Recommend – Academy Development Plan to the Trust Board	Work with the CEO in producing the Academy Development Plan  Review/Approve – the Academy Development Plan
2.2	Key Performance Indicators – setting and reviewing performance of the Trust & the Academies	Review/Approve – Trust wide and Academy KPIs  Review/Approve – performance against KPIs	Consult – with the LGBs/HT and report KPIs to the Trust Board  Receive performance reports and report to the Trust Board	Review/Approve – proposed KPIs  Review/Approve – performance of the Academy and report to the Trust Board  Deliver – holding leadership to account for delivery against KPIs	Deliver – setting educational KPIs in consultation with CEO  Deliver - performance of the Academy against School Development Plan and KPIs  Report – performance of the Academy to CEO/LGB
2.3	Quality of Teaching – ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review – the reports of the CEO	Deliver – supporting the Academies and intervening	Review/Approve	Review – management of staff to ensure teaching and

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Ref	Education & Curriculum	Trustees/Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
			where appropriate  Report – any significant issues to Trust Board		learning objectives are met  Report – strengths and concerns in the quality of teaching to LGB
2.4	Curriculum – setting the curriculum for the Academies and reviewing its effectiveness	Review/Approve – curriculum plans/effectiveness	Deliver – agree/review the curriculum across the academies and confirm position to Trust Board	Review/Approve – recommend any changes to Trust Board	Deliver – setting and reviewing curriculum in consultation with CEO and LGB
2.5	Pupil Premium – reviewing and challenging the value for money of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review/Approve	Report – to Trust Board the effectiveness of use of the Pupil Premium across the Trust	Review/Approve – how Pupil Premium is spent at the Academy	Deliver - report on effectiveness of the use of the Pupil Premium
2.6	Set admissions policy	Deliver	Review/Approve – recommend to Trust Board	Review - recommend to Trust Board	Review - recommend to LGB
2.7	Admissions decisions			Deliver	Deliver
2.8	Collective worship arrangements for school			Review/Approve	Deliver

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Ref	Education & Curriculum	Trustees/Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
2.9	Student behaviour and attendance (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review/Approve	Review/Approve	Receiving reports from the HT  Deliver in respect of student exclusions	Deliver – appropriate action or sanctions in accordance with the Trust and Academy policies  Report – to the LGB on any material issues
2.10	Academy Hours – setting the opening and closing times for the Academies	Review/Approve – in consultation with LGBs	Review/Approve	Review/comply – report proposed changes to Trust Board	Recommend to CEO and LGB any proposed changes
2.11	Term Dates and length of school day	Review/Approve – in consultation with LGBs	Review/Approve	Review/comply – report proposed changes to Trust Board	Recommend to CEO and LGB any proposed changes
2.12	School Lunch arrangements – including appropriate nutritional standards			Review/Approve	Deliver
2.13	Provision of free school meals to those meeting criteria				Deliver



**Section 3 : Finance**

Ref	Finance	Trustees/Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
3.1	Funding Model – agreeing a funding model across the Trust and develop an individual funding model for the Academies so as to secure the Trust’s financial health in the short term and the long term	Determine	Recommend a funding model to the Trust Board for approval	Comply	Comply
3.2	Trust Annual Budget – formulating and setting the Trust wide budget	Review/Approve	Deliver – on preparation of the Trust budget and present to the Board for approval  Review/Approve – submission of Trust budget to the EFA		
3.3	Academy Annual Budgets – formulating and determining the individual academy budget (including use of balances)	Review/Approve	Review/Approve – budgets in consultation with the LGBs and present to the Trust Board for approval	Review/Approve	Deliver – consult with the CEO in respect of the Academy’s/Trust’s requirements
3.4	Ensure expenditure is in line with Annual Budgets	Review/Approve	Report – to the Trust Board on	Review – termly actual spend	Comply - report to the CEO and LGB

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Ref	Finance	Trustees/Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
			<p>any material issues with delivery against the Annual Budget by the Academies</p> <p>Receive reports – on matters of concern in connection with compliance with the Annual Budgets</p>	<p>against planned budget</p> <p>Report – to the Trust Board any matters of concern</p>	<p>any matters of concern in respect of the Academy’s actual spend against annual budget</p>
3.5	Delegated Budgets and Finances – in the form of a scheme of delegation of financial authority to the Academies	Determine	<p>Deliver - on recommending financial limits to the Board</p> <p>Review – effectiveness of limits</p>	Review and comply – adherence to limits	Comply – adherence to limits
3.6	Financial Policies – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements	Determine	Review/Approve – compliance with policies	Comply	Comply – report any issues or non-compliance to the CEO

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Ref	Finance	Trustees/Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
			Report – any issues or non-compliance to the Trust Board		
3.7	Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust’s procurement policy	Determine	Deliver	Comply	Comply
3.8	Determining and allocating central services provided to the Academies by the Trust	Approve	Deliver – in consultation with Headteachers where appropriate		Consult – where appropriate
3.9	Preparation and approval of annual accounts	Approve	Deliver – arrange for auditing and filing of annual report and accounts		Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in the preparation of the Annual Accounts
3.10	Risk Register	Review/Approve – Trust wide risk register	Deliver – management of Trust risk register	Review/Approve – Academy risk register	Deliver – management of Academy risk register

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Ref	Finance	Trustees/Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
3.11	Investments – agreeing the investment policy on line with the Academies Financial handbook and any internal policies and controls	Determine	Deliver		

**Section 4 : Human Resources and Operations**

Ref	Human Resources & Operations	Trustees/Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
4.1	Establishing Trust wide HR policies (including recruitment, pay, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Policies ensuring compliance with adopted agreements and current legislative requirements	Recommend	Comply	Comply
4.2	Setting Terms and Conditions of Employment and Staff Handbook	Determine – and consider any proposals by LGBs to make amendments	Recommend – advise Trust Board	Consult – report to Trust Board on any suggested changes to the Academy’s terms and conditions	Recommend – advise LGB  Deliver - in consultation with CEO
4.3	Appointing the Chief Executive Officer	Appoint			
4.4	Appointing an Executive Headteacher	Appoint	Appoint		
4.5	Appointing the Headteachers at each Academy	A representative of the Trust Board to appoint in conjunction with CEO and LGB representative	CEO to appoint in conjunction with Trust Board and LGB	Chair of Governing Body (or representative) to appoint in conjunction with CEO and Trust Board representative	
4.6	Appointing of Trust’s central staff		Appoint		
4.7	Appointing Academy Senior Leadership Team		Appoint – in consultation with HT	Review/Approve	Appoint - in consultation with CEO and report to LGB

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Ref	Human Resources & Operations	Trustees/Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
4.8	Appointing Academy Staff			Review/Approve	Appoint - report to LGB
4.9	Setting Teachers Performance Management process (in line with the Trust's teachers' pay and appraisal policies)	Approve	Determine		
4.10	Undertake the Teachers Performance Management annual assessment together with pay review	<p>Deliver – in respect of CEO</p> <p>Review/Approve – outcomes in respect of Headteachers</p> <p>Receive reports – in respect of process and any exceptional outcomes</p>	<p>Deliver – in respect of Headteachers and central Trust teaching staff</p> <p>Review – and report to the Trust Board on appraisal arrangements and exceptional outcomes</p>	Review/Approve – outcomes in respect of teaching staff	<p>Deliver – in respect of academy teaching staff</p> <p>Report – to CEO on appraisal arrangements and outcomes</p>
4.11	Setting the Support Staff Performance Management process (in line with the Trust's support staff pay and appraisal policy)	Approve	Determine		
4.12	Undertake the Support Staff Performance Management annual assessment together with pay review	Receive reports – in respect of process and any exceptional outcomes	<p>Deliver – in respect of central Trust support staff</p> <p>Review – and report to the Trust Board on appraisal arrangements</p>	Review/Approve – outcomes in respect of support staff	<p>Deliver – in respect of academy support staff – appraisals to be undertaken by appropriate line management arrangements</p> <p>Report – to CEO on appraisal</p>

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Ref	Human Resources & Operations	Trustees/Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
			and exceptional outcomes		arrangements and exceptional outcomes
4.13	Dismissing CEO (in accordance with the Trust's employment policies)	Deliver			
4.14	Dismissing Headteachers (in accordance with the Trust's employment policies)	Deliver – in conjunction with CEO and LGB	Deliver – in conjunction with Trust Board and LGB	Deliver – in conjunction with Trust Board and CEO	
4.15	Dismissing all other staff (in accordance with the Trust's employment policies)	Receive reports	Deliver – Trust's central staff  Report – to Trust Board	Deliver – Academy staff in conjunction with Headteacher	Deliver – Academy staff in conjunction with LGB  Report – to CEO and Trust Board
4.16	Reviewing discipline and grievance policy	Review Delivery	Recommend	Review – in line with Trust policy	
4.17	Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to Board		
4.18	Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained (in line with PFI and other agreements where appropriate)	Determine – Trust wide policy	Review/Approve – delivery of Academy Plan	Determine – academy plan in accordance with Trust policy  Review/Approve - delivery of academy plan	Deliver - in consultation with CEO and in accordance with Academy policy and Financial Handbook
4.19	Acquiring and disposing of Trust land	Deliver	Recommend		
	Changing use of Assets	Deliver		Recommend to the Board of any	

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Ref	Human Resources & Operations	Trustees/Directors	Chief Executive Officer	Local Gov Body (LGB)	Exec/Headteacher
				changes to fixed assets used by the Academy	
4.20	Arranging insurance for the Trust	Review	Deliver		
4.21	Media and PR – overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	Review	Deliver – Trust wide activities	Review	Deliver – Academy specific activities in consultation with CEO
4.22	Academy Prospectus		Review	Approve	Deliver – in consultation with CEO
4.23	Trust Prospectus/Business Plan and website	Review	Deliver		



### Annex 1 : definitions of phrases used in the scheme

In this scheme 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 this will be at Trust level. In the case of the Headteacher 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 individual/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 will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB will be making recommendations in relation to their Academy to the Board, CEO and/or Headteacher (as appropriate) and (iii) the Headteacher 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 will be making reports to the Board and/or LGB (as appropriate), (ii) the LGB will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the Headteacher will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

**Review/Approve:** the individual/group that has responsibility for Reviewing/Approving 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 will be Reviewing/Approving the CEO and/or LGB (as appropriate), (ii) the CEO will be Reviewing/Approving the Headteacher and (iii) the LGB will be Reviewing/Approving the Headteacher.

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