



Minerva
Learning Trust

SCHEME OF DELEGATION

Ecclesfield School

Handsworth Grange Community Sports College

High Storrs School

Stocksbridge High School

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At Minerva Learning Trust we believe in “earned autonomy”. Schools which are graded as Ofsted Good or Outstanding will have a wider degree of autonomy than schools requiring more support.

PREFACE: SCHEME OF DELEGATION REVIEW

The Trust Board initiated a review of the Scheme of Delegation in line with the annual review policy. The original Scheme of Delegation had inevitably been generic in style and after over twelve months has been found unfit for purpose. As part of the review colleagues consulted a range of sources including Learn Sheffield, other MATs, both local and National, had discussions with other MAT Chairs as well as our auditors and colleagues from the DfE. Our consultations with other MATs, especially recently established MATs, revealed that they too were making significant changes to their Scheme of Delegation in order for the guiding document to be fit for purpose. The draft new Scheme of delegation addresses a range of issues both local and national:

Legal responsibility:

Minerva Learning Trust is a charitable company limited by guarantee. We have an agreement (the Master Funding Agreement) with the Department for Education (DfE) the effect of which is to make the Trust, acting through its Board of Directors, ultimately responsible to the DfE and the Education and Skills Funding Authority (ESFA) for the performance of the Trust as a whole and for the performance of each of the academies within the Trust.

National:

- Meeting the expectations of Ofsted, especially with regard to the new 2019 Framework. Ofsted are very clear that responsibility for performance in a MAT lies with the Trust Board and not the Local Governing Body. In an Inspection Ofsted Inspectors will now hold the Trust to account for each school in the Trust and will examine the impact of the Trust's work in the school.
- The EFSA are scrutinising the Trust's financial position. We have been asked to provide a five year recovery plan to ensure that individual schools and the Trust will not be in deficit. They are asking for evidence that we are using all our finances across the Trust in an efficient and robust manner.

Local:

- The challenge of working with two schools out of four (50%) in an Ofsted causing concern category.
- The need to maximise the advantages of centralising resources. This process is in its infancy but needs to be accelerated to both provide "better value" for everyone and also help to demonstrate practical benefits from being a member of a Trust. On a very practical level the Scheme of Delegation has not provided clarity for schools or the Trust. This has led to unnecessary problems and extra work for everyone involved.
- The revised Scheme of Delegation will provide greater clarity for everyone involved in the Trust. Responsibility is more clearly defined in a framework which encourages team work and a culture of learning from each other. The Scheme of Delegation will enable us to use limited resources to maximise the impact we can have on the 5000+ pupils in our four schools and build the collaborative working which is already emerging across the Trust to transform what we can offer children and schools.

By creating a more bespoke and focussed scheme of Delegation we will be able to demonstrate to potential new schools what Minerva stands for and what it would mean for a school joining the Trust. Experience has demonstrated that the Scheme of Delegation will need to be reviewed on a regular basis in order to enable the Trust to provide best value for everyone in our schools and the Trust. It will be formally reviewed on an annual basis by the Trust Board.

POLICY STATEMENT

The Board of Trustees (the Trust Board) is accountable in law for all decisions relating to schools that are part of the Trust. In considering its legal obligations the Trust annually reviews its performance together with a review of policies and changes to legislation and guidance for Multi Academy Trusts. In doing so the Trust will reflect outcomes from that review in its policy documents and Scheme of Delegation to meet the ever changing educational and business operation requirements that are directed by external bodies.

OFSTED

The responsibility of the Trust in relation to the inspection framework and accountability to OFSTED bring further challenge and it is important that clarity around this is given.

The Board of Trustees is the governance body for any School within the Trust. Often, local governing bodies can appear responsible for governance, when in reality it is trustees who are accountable for the academy trust. Local governing bodies are committees to which trustees have often chosen to delegate some specific responsibilities, but in some cases they may act purely as advisory bodies and engage with the community. Their responsibilities will normally be set out in the Trust's scheme of delegation.

Inspectors will need to know who has overall responsibility for governance. Inspectors will also ensure that meetings are with those who are directly responsible for exercising governance of the school and for overseeing its performance.

1. INTRODUCTION

This document should be read in conjunction with other relevant documents.

1.1 Outstanding Together, Working Together, Learning Together

The Minerva Learning Trust is a legal entity registered as an exempt Charity and established in October 2014. Our vision is to provide outstanding education for pupils who are from a wide variety of backgrounds across the city of Sheffield. During 2017-18 the Trust brought together four secondary schools to create a new partnership which will support the teaching and learning of around 5,000 pupils. We resolutely believe that we are stronger together and that each school within the MAT has individual strengths and we celebrate the diverse and unique qualities of each particular school. Our aim is for all schools within the Trust to become Outstanding.

The Trust ethos is one of collegiality which wholeheartedly places pupils at the centre of the work we do. We are a recognised School Sponsor and consequently will engage with schools in difficulty giving the necessary level of support to bring about school improvement. Our values are central to all our practice, namely Respect, Inclusion and Independence.

Inclusion is at the heart of all we do as a Trust. Our pupils show a high level of care for each other and respect each other's diversity. We do not allow disadvantage to be a barrier to learning and we support all of our pupils to be the very best.

The Minerva Learning Trust is governed by a strong Trust Board that strategically leads and oversees the core business of the Trust. The Trust gives clarity of vision and effectively challenges and supports Leader in the Trust to ensure that growth continues to be founded on strong educational values and outstanding school improvement strategy.

We aim to deliver a model which is efficient yet effective and ensures that the educational experience for our pupils is supported by appropriate resources.

The Trust Strategic Plan gives a clear insight to the Minerva Learning Trust and our vision for growth and development as we strive to serve the needs and educational pathway of those pupils in our care.

1.2 Growth Strategy

Our approach to growth will be one which considers the impact on current provision but, allows for development across the full school age range.

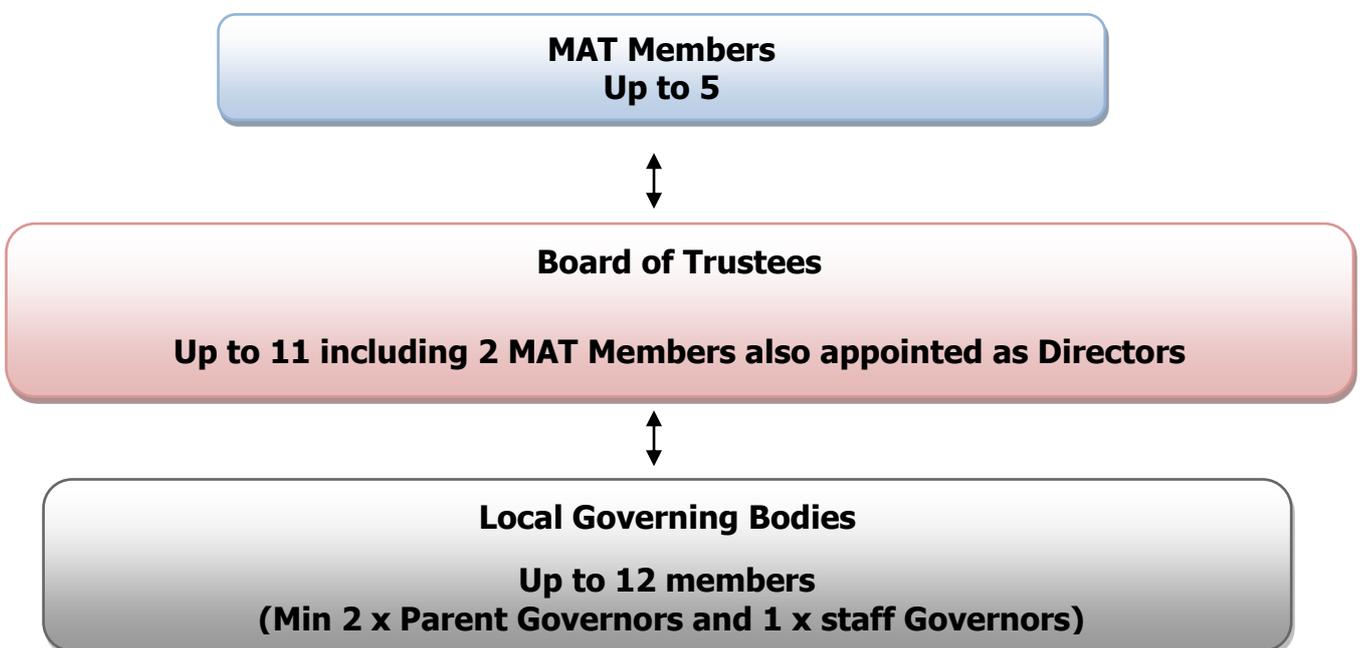
The Minerva Learning Trust Schools	Date of Conversion
Handsworth Grange Community Sports College	1 October 2014
Ecclesfield School	1 December 2017
Stocksbridge High School	1 December 2017
High Storrs School	1 March 2018

The Trust will actively seek primary schools to join the Trust and place strong leadership the centre of the growth. We know that working together from the very first steps of education through to Post 16 will help us to nurture and support our pupils to the world of work. In addition our schools will continue the employer engagement work that already exists and results in many of our students securing employment opportunities after education. We are proud of the work that exists across the schools to keep our NEETs (Not in Education, Employment, and Training) low.

1.3 Minerva Learning Trust (the “**Trust**”) is governed by a Board of Trustees (the “**Trustees**”) who are accountable in law to the Department for Education and have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishment and running of Schools operated by the Trust.

1.4 Where reference is made to “**Trustee**” it shall have the same meaning as “**Director**” as defined in Articles of Association.

1.5 The governance structure of the Trust is as follows:



- 1.6 The Trust is the employer of all staff employed at its schools.
- 1.7 The Board is responsible for the strategic direction of the Trust and this will inform the strategic direction of the individual Schools that form the Trust.
- 1.8 In order to assist with the discharge of their responsibilities, the Trustees have established two committees with delegated powers: the Audit & Finance Committee and the Standards Committee. The committees are given delegated authority to make decisions, monitor, evaluate and review particular plans, policies and targets. The Chief Executive Officer and Trust employees play a major role in formulating plans, policies and targets for consideration and approval by committees or the Trust Board. The Standards Committee will invite Headteachers to give an update of their school's progress at least once per academic year.
- 1.9 The Constitution and functions of Board committees are set out in the Terms of Reference defining each committee.

These terms of reference may only be amended by the Board of Trustees.

- 1.10 The Chief Executive Officer and the Headteachers are responsible for internal organisation, management and control of the member Schools and are accountable to the Trust Board.
- 1.11 The Trust Board reserves the right to vary the delegation of powers in exceptional circumstances, limited to situations of the suspension of an officer who holds delegated powers and is employed by the Trust or where a School requires intervention in line with the Trust policy. This would include member Schools causing concern or Schools that the Trust has been requested/required to sponsor.
- 1.12 The Trust Board cannot revise the powers held by Members as defined in the Articles of Association.

GLOSSARY

In this document the phrases used have the following meanings:

Approve: The individual/group will agree the recommended policies or procedures.

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.

Contribute: The individual/group that may be invited to contribute to a particular task and undertake additional work as directed by Trustees/CEO/LGB/Headteacher(s).

Deliver: The individual/group that has responsibility for undertaking the particular task delegated to them.

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 (i) the CEO they will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their School to the Board, CEO and/or Headteacher (as appropriate) and (iii) the Headteacher they will be making recommendations in relation to their School 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 they will be making reports to the Board and/or LGB (as appropriate), (ii) the LGB they will be making reports in relation to their School to the Board and/or CEO (as appropriate) and (iii) the Headteacher they will be making reports in relation to their School to the CEO and/or LGB (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 CEO and/or LGB (as appropriate), (ii) the CEO they will be reviewing the Headteacher and (iii) the LGB they will be reviewing the Headteacher and his/her leadership team.

2. DELEGATIONS

		Members	Trustees	CEO	LGB
2.1 GOVERNANCE	Appoint and remove Members	Deliver			
	Appoint and remove Trustees	Deliver	Determine		
	Review/amend Articles of Association	Deliver	Determine Recommend		
	Establish separate Audit committee where income of the Trust exceeds £50 million	Determine	Deliver Contribute		
	Establish governance structure for the trust and review Scheme of Delegation	Review	Deliver	Recommend	Comply
	Appoint Clerk – to Board and LGB		Determine Deliver	Recommend	Determine Deliver
	Appoint Chair of the Trust Board and Trust Board Committees		Determine Approve		
	Appoint Chair of LGB		Review		Deliver
	Remove Chair of LGB		Determine Deliver		
	Remove individual members of LGB		Approve	Approve	Deliver
	Remove LGB		Determine Deliver		

		Members	Trustees	CEO	LGB
2.1 GOVERNANCE	Define Terms of Reference for Trust Board committees and LGB. This will be done by the Trust Board		Deliver Comply		Comply
	Annual self-review of Trust Board and committee performance	Review	Deliver	Recommend	
	Annual self-review of LGB performance		Recommend Review	Recommend Review	Deliver
	Publish governance arrangements to Trust and/or School websites		Deliver – Trust level	Contribute	Deliver – School level

	Trustees	CEO	LGB	Headteacher	
2.2 STRATEGY AND LEADERSHIP	Set and deliver the strategic objectives of the Trust	Determine – for the Trust & Schools	Deliver Recommend Report	Comply	Comply
	Set and deliver the strategic objectives of the School within the strategic objectives of the Trust	Review	Deliver Recommend Report	Review	Determine Deliver
	Determine capacity for growth and development strategy and managing the assessment of risk	Determine Deliver			
	Corporate Risk Register	Determine Review	Deliver – management of corporate risk register	Contribute - to the identification of risk and comply with controls	Contribute - to the identification of risk and comply with controls
	Scrutiny – review & challenge progress of the Trust against its strategic objectives and KPIs	Review – progress of the Trust & Schools	Report Review – reports from the LGBs/ Headteachers	Contribute	Report – progress of the School to the LGB
	Compliance - Funding Agreement comply with all obligations	Review Comply	Deliver Comply	Comply	Comply
	Compliance - Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review Comply	Deliver Report – to Board Comply	Review Comply	Deliver Report – LGB & CEO Comply

	Trustees	CEO	LGB	Headteacher
2.2 STRATEGY AND LEADERSHIP	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 Board	Contribute Deliver Report – to LGB & CEO
	Compliance – website and completing and publishing the register of business interests.	Determine – policies to ensure compliance Deliver	Deliver	Comply Deliver Comply
	Compliance – Related Party Transactions - have in place a procedure for managing related party transactions and pre-approval by ESFA where appropriate	Determine – policies to ensure compliance Comply	Deliver Comply	Comply Comply
	Policies – review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Review Approve	Determine Deliver – presenting policies to the Board for approval Report – material non-compliance to the Board	Comply Deliver Report – non-compliance to the CEO Comply
	Training programme for Trustees and Governors	Deliver	Develop	Deliver

	Trustees	CEO	LGB	Headteacher	
2.3 EDUCATION AND CURRICULUM	School Development Plan – Trust wide policy for school improvement planning and self-evaluation	Review	Determine – SDP and SEF Review – progress made against plans of individual schools	Contribute – towards development of individual school’s plan Review – progress made against plans of individual school	Contribute – towards format of SDP and SEF Report – on progress made by school against 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 HTs and LGBs and propose KPIs to the Board Report - performance against KPIs	Review – performance against KPIs	Deliver – performance of the School against KPIs Report – performance of the School to CEO and LBG
	Data Systems and Procedures – setting of data collection processes and procedures within schools and across the Trust	Review Approve	Determine – with HTs Review – delivery and impact across Trust and individual Schools	Review – delivery and impact across Trust and individual Schools	Contribute – towards development of systems/processes Deliver -systems/ processes Report – using systems/processes
	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review – effectiveness of the Teaching across Trust	Deliver Recommend Review – quality of the Teaching across Trust and individual schools	Contribute Review – quality of the Teaching across the School	Deliver Report – quality of the Teaching across the School

	Trustees	CEO	LGB	Headteacher	
2.3 EDUCATION AND CURRICULUM	Quality of Curriculum - ensuring quality curriculum and enrichment provision and targeted intervention to support delivery of education outcomes	Determine - curriculum and standards Review – effectiveness of the curriculum across Trust	Recommend Review – effectiveness of the curriculum across Trust and individual schools	Contribute Review – effectiveness of the curriculum across The School	Determine - school curriculum plan Deliver Report – effectiveness and impact of the curriculum
	Quality of Leadership – ensuring high quality leadership at individual schools to drive educational standards	Review - effectiveness across the Trust	Recommend Review - effectiveness across the individual schools	Contribute Review - effectiveness at the School	Deliver Report - effectiveness at the School
	Pupil Premium – reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review	Review – effectiveness of and impact of provision across Trust and individual schools Report – to Board effectiveness of use of the Pupil Premium across Trust	Contribute Review – effectiveness of and impact of provision	Deliver Report – effectiveness of and impact of provision
	Set Admissions Policy	Approve	Determine	Approve	Deliver
	Admissions Decisions		Review	Approve	Determine Deliver
	Collective Worship Arrangements for School, without Religious Character		Review	Approve	Determine Deliver

	Trustees	CEO	LGB	Headteacher	
2.3 EDUCATION AND CURRICULUM	Student Issues - attendance, fixed term exclusions, punctuality and disciplinary matters and standards including dress codes.	Review	Review – effectiveness of and impact of provision across Trust and individual schools Report – to Board effectiveness of use of the Pupil Premium across Trust	Contribute Review – effectiveness of and impact of provision	Determine
	Permanent Exclusions and students removed from roll	Review	Review	Review Approve	Recommend Deliver
	School Hours – setting the opening and closing times for the Schools		Recommend	Consult	Determine
	Term Dates	Determine	Recommend – in line with Local Authority guidance	Comply	Comply
	School Closures eg, adverse weather or inset days	Approve	Approve	Approve	Determine

		Trustees	CEO	LGB	Headteacher
2.4 FINANCIAL MANAGEMENT	Appoint External Auditors, implementation and monitoring reports	Determine Review	Deliver	Contribute Comply	Contribute Comply
	Funding Model - agree and share a funding model across the Trust and individual Schools	Determine	Recommend Review	Contribute	Comply
	Trust Annual Budget – formulating and setting the Trust budget and the Central Service Charge	Determine	Deliver Review		
	Trust Central Service Charge	Determine - communicate by March of the preceding year	Contribute	Comply	Comply
	School Annual budget	Review Approve	Recommend Review	Review	Determine Deliver Report
	Monitoring financial performance against agreed annual budget and key performance indicators	Review	Deliver Report	Review	Deliver – school level Report
	Reporting – produce accurate and timely financial reports and KPIs in line with the requirements of the AFH	Review Approve	Deliver Comply	Contribute Comply	Deliver Comply
	Delegated Budgets and Finance: Financial Scheme of Delegated authorities	Determine	Deliver Review	Comply	Comply
	Establish Financial Policies, Procedures and Delegations	Determine	Deliver Review Report	Comply	Deliver Comply

	Trustees	CEO	LGB	Headteacher	
2.4 FINANCIAL MANAGEMENT	Establish an Internal Audit Framework Committee	Determine	Deliver Report	Comply	Comply
	Prepare and determine annual report and accounts and submit to ESFA	Determine	Deliver		Deliver
	Determine the Trust investment policy	Determine Review	Deliver		
	Determine the Trust reserves policy	Determine Review	Recommend Contribute	Comply	Comply
	Determine the Trust wide procurement policy	Approve Review	Determine Deliver	Comply	Comply
	Determine the Trust expenses policy	Determine	Deliver	Comply	Comply
	Determine charging scheme in relation to chargeable services and trading activities (use of premises)	Approve Review	Determine Deliver	Approve – School level Review	Determine Deliver – School level

		Trustees	CEO	LGB	Headteacher
2.5 HUMAN RESOURCES	Appointment and Performance Management of the CEO	Determine Deliver	Contribute		
	Appointment of School Headteacher	Approve	Recommend Contribute	Contribute	
	Performance Management of School Headteacher	Approve	Approve	Deliver – with external support	Contribute
	Setting central Trust staffing structure	Approve	Determine		
	Setting School staffing structure	Approve	Recommend Approve	Approve	Determine
	Appointment of central and cross-Trust staff	Review	Deliver Report		
	Appointment of School Senior staff	Approve	Approve	Approve	Determine
	Appointment of School staff		Review Approve	Approve	Determine
	Establishing Trust Wide HR Policies (including recruitment, pay and conditions, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Deliver Recommend Comply	Comply	Contribute Deliver Comply
	Determine a Whistleblowing policy and procedures to support	Determine Review	Deliver	Comply	Comply

	Trustees	CEO	LGB	Headteacher	
2.5 HUMAN RESOURCES	Establish Trust terms and conditions of employment and pay structures	Determine	Recommend Deliver	Comply	Comply
	Setting Performance Management and the Trust pay policy	Approve review	Determine Deliver Review Report	Comply Deliver	Comply Deliver
	Applying performance related pay	Approve	Determine – Trust staff Approve – school staff	Approve	Determine – school staff
	Dismissing CEO, Headteachers or Trust staff	Determine Deliver	Determine Deliver		
	Dismissing school staff (in accordance with the Trust disciplinary and capability policies)	Approve	Review Report – to the Board	Approve	Deliver
	Establish a negotiation/bargaining framework to facilitate joint consultation between employer, employees and unions	Determine	Recommend Deliver		Contribute Deliver – local consultation in school
	Ensure appropriate Payroll arrangements	Approve	Recommend	Comply	Comply
	Employment Tribunals – act in response to claims	Determine	Deliver	Contribute	Contribute
	Special Payments (severance, compensation and ex gratia)	Approve	Determine Deliver	Recommend	Recommend
Establish Trust wide processes for managing staff wellbeing	Approve	Develop Deliver	Recommend	Recommend	

	Trustees	CEO	LGB	Headteacher	
2.6 OPERATIONS, ESTATES AND ICT	Determining and allocating central services provided to the Schools by the Trust	Determine	Deliver Recommend	Consult	Consult
	Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver Report	Contribute	
	Organisation reorganisation (acquisition, amalgamation, closure)	Determine Review	Deliver Recommend		
	Acquiring and disposing of Trust land	Deliver	Recommend Review Approve	Recommend	Recommend
	Asset and Premises Maintenance Strategy	Determine – Trust wide policy	Recommend	Contribute	Contribute Deliver
	Changing use of Assets	Deliver	Recommend Review Approve	Recommend	Recommend
	Insurance arrangements: procure and ensure appropriate levels of cover to meet Trust and School needs	Approve Review	Deliver	Contribute	Contribute
	Media and Public Relations: oversee public relations to protect the interest of the Trust and Schools	Review	Deliver	Comply	Comply
	Determine and implement policy in relation to General Data Protection Regulations (inc. Freedom of Information)	Determine Review Comply	Deliver Comply	Comply	Deliver Comply

	Trustees	CEO	LGB	Headteacher
2.6 OPERATIONS, ESTATES AND ICT	Determine and implement an Trust Estates Management strategy	Approve Review	Determine Deliver	Comply Comply Deliver
	Determining School level policies in relation to the management of estates (inc. School critical incident plan and disaster recover)	Review	Review	Approve Determine Deliver
	School Prospectus		Review	Review Deliver
	Trust website compliance	Review	Recommend Review	
	School website compliance	Review	Recommend Review	Approve Determine Deliver