

CANONS PARK TEACHING SCHOOL ALLIANCE

Scheme of Delegation

Key points and summary

This document outlines:

- The principles of decision making within the Canons Park Teaching School Alliance
- The scheme of delegation within the Canons Park Teaching School Alliance
- The respective roles of the Canons Park Teaching School Alliance Strategic Hub , CPTSA Members and CPTSA Strategic Partners

Approved by: CPTSA Strategic Hub

Approved on:

Review date:

Responsibility for review: CPTSA Strategic Hub

Introduction and statement of intent

The Canons Park Teaching School Alliance believes that:

- a. Strategic / policy decisions regarding the Teaching School Alliance should be taken by the CPTSA Strategic Hub
- b. Operational and managerial decisions should be delegated to the individual Committees of the CPTSA
- c. The Committees should delegate operational decisions with a view to keeping decision making as close to the day to day operation as possible and to ensure staff feel empowered to lead their areas of responsibility

Scope and applicability

This policy outlines the framework for decision making within the CPTSA. It applies to all members.

CPTSA is a membership organisation where partners agree to the key aims of all CPTSA work being;

- Pedagogy focussed & classroom centred
- Bottom up and practitioner led
- Research rich and methodologically sound
- Collaboratively driven & surplus (not deficit model)
- Distributive & Transformational
- Contextually confident & agile (responsive to emergence)

CPTSA has at its heart key strategic partners who form a permanent base for the direction of the CPTSA, are responsible for reporting its progress to the DfE/NCTSL and for accounting for the appropriate use of the financial resources it receives.

The Governance mechanisms are transparent and the CPTSA is responsive to its membership and expects them to take an active part, either through the CPTSA Committees, through provision of some of the CPTSA services, or through taking part in the CPTSA Annual Conference.

Responsibilities under the policy

CPTSA Strategic Hub

The Strategic Hub is able to exercise all of the powers of the CPTSA. It is responsible for the performance of the CPTSA. Accordingly, it will approve the policies for the CPTSA

The Strategic Hub will offer support, constructive advice, a sounding board for ideas, a second opinion on proposals and help where needed, but may also challenge, ask questions, seek information, improve proposals and so seek to arrive at the best solution for the CPTSA.

CPTSA Committees

The Strategic Hub may establish a structure of Committees as appropriate. These CPTSA Committees will act in an advisory capacity to the Strategic Hub, except where powers have been specifically delegated to them by the Strategic Hub.

The Strategic Hub shall appoint the following committees:

- a. Professional Learning Group

- b. Capacity Group
- c. Collaboration Group

The terms of reference for each committee are outlined in Appendix 2.

Committees are expected to meet at least three times a year, with additional meetings if required. The functions and proceedings of the committees are subject to regulations made by the Strategic Hub from time to time pursuant.

Each committee will elect a Chair from amongst its number. The Chair of the committee must be a member of the CPTSA Strategic Hub. Each committee will establish its clerking arrangements.

The committee may co-opt additional committee members. The committee will decide whether co-opted members are able to vote.

A committee may choose to establish its own sub committees or working group; any such committee or working groups will act in an advisory capacity to the committee. The functions and proceedings of the committees are subject to regulations made by the Strategic Hub from time to time.

NLE/Strategic Leads (SL)/Director of Teaching School (DTS) and staff

The NLE/SL is/are responsible for the internal organisation, management and control of the CPTSA, for advising on and implementing the CPTSA's strategic framework, for the implementation of all policies approved by the Strategic Hub and for the direction of CPTSA.

The NLE/SL and staff are accountable to the Strategic Hub for the CPTSA's performance. The Strategic Hub will be prepared to explain its decisions and actions to anyone who has a legitimate interest.

CPTSA Members

Members will be expected to agree to the key aims of the CPTSA work. They will be expected to attend the CPTSA Annual Conference

Appendices

Appendix 1: Decision matrix

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The following table sets out all the main academy functions. For each function it suggests a decision level. The decision levels are:

- **SH** – Strategic Hub
- **SHC** – Strategic Hub Committee which has delegated powers
- **NLE/Strategic Leads** – NLE/Headteachers of 2 Lead schools
- **FD** – Finance Director
- **Members** - Decisions delegated to other members
- Tick: ✓ Recommended level(s) of delegation
- Star: ☼ Decisions are made without advice from the

Note: Actions taken by a properly constituted committee, or delegated to an individual, are taken on behalf of the Strategic Hub. The Strategic Hub will remain accountable.

		SH	SHC	NLE/Strategic Leads	FD	Members
Financial and Operational Management	Approving financial procedures in accordance with legal and DfE requirements and best practice	✓				
	Ensuring that the financial procedures are implemented effectively		✓			
	Maintaining accurate, reconciled and up to date records to provide financial and statistical information				✓	
	Establishing and maintaining asset registers in accordance with financial procedures				✓	
	Ensuring that any disposal of assets complies with the financial procedures		✓			
	Maintaining a register of pecuniary and business interests	✓				
	Establishing and maintaining procedures for effective audit in accordance with legal and DfE requirements	✓				
	Receiving reports from audit inspections and the resulting Action Plan	✓				
	Ensuring appropriate insurance arrangements in accordance with the financial procedures	✓				
	To approve the first formal budget plan each financial year in accordance with DfE timeframes	✓				

		SH	SHC	NLE/Strategic Leads	FD	Members
	To monitor, review, and amend as necessary, the CPTSA's actual financial performance throughout the year and at year end		✓			
	Establishing and implementing procedures for staff and governors to claim expenses		✓			
	Ensuring that all procurement processes and resulting contracts and agreements conform with the financial procedures		✓			
	Authorising payments on receipt of correct invoices where goods have been received to the correct price, quantity and quality standard				✓	
	Retaining the appropriate financial records, and storing them appropriately, to comply with legal and / or DfE requirements				✓	
	Complying with VAT and CIT regulations				✓	
	To investigate financial irregularities		✓ ⚙			
	To ensure compliance with Health and Safety legislation	✓				
To ensure compliance with Equality legislation	✓					
Governance	To appoint (and remove) the Chair and Vice-Chair of CPTSA SH	✓				
	To appoint and dismiss the clerk to the CPTSA SH	✓				
	To appoint and dismiss the clerk to a Committee	✓				
	To appoint the Chair of a Committee		✓			
	To appoint and remove co-opted members	✓				
	To establish, approve Terms of Reference for and membership of, and monitor a committee	✓				
	To review at least annually the committee structures and any delegated powers	✓				
	To review and approve the policies for the CPTSA including but not limited to: Financial procedures Staffing (including Terms and Conditions) Health and Safety Membership	✓				
	To approve and circulate the Annual Report	Members				
HR / staffing	Establish and ensure accurate payroll management				✓	
	Appoint key staff	✓ ⚙		✓		
	Approve Terms and Conditions policy	✓				

		SH	SHC	NLE/Strategic Leads	FD	Members
	Approve disciplinary / capability / grievance / performance management policies	✓				
	Implement, monitor, review and propose amendments to the HR policies			✓		
	Suspend staff			✓		
	Dismiss staff			✓		
	Approve any leaving payments (redundancy, dismissal, early retirement)			✓		
CPTSA Development						
	The assessment of school to school impact	✓				
	Documenting processes for assuring quality assurance of the alliances work	✓				
	Adherence to data protection				✓	

Appendix Two: Committee Terms of Reference

CPTSA Strategic Hub

Membership	Minimum of 6 Strategic Partners (all Strategic Partners are eligible to provide a representative to the Hub), plus the Finance Director Maximum size: 12 to 15
Chair	Elected by the Committee
Quorum	At least 6
Clerk	To be determined by the Committee
Purpose of Committee	<ul style="list-style-type: none"> • To be responsible for complying with the terms, conditions and timeline of the Teaching School Alliance. • Ensuring effective budgetary control, including receiving reports on the financial position at each meeting and authorising (or recommending) necessary actions • Receiving any audit inspection report and ensuring the production of a resulting action plan • Ensuring production of the financial accounts in accordance with company, charity and DfE requirements • Preparing the initial budget each financial year • To be responsible for the development of the CPTSA membership packages and the review of membership recruitment • Identifying criteria against which to evaluate component parts of the alliance and work done by the alliance. Drawing from school info, audits & reviews to draft first evaluation report • The setting of membership fees and all other CPTSA charges • To be responsible for the strategic direction of the Teaching School Alliance • To be responsible for reporting on the performance of the Teaching School Alliance (Annual report preparation) as required to communicate to partners and other key stakeholders

Capacity Group

Membership	Minimum of 6 Members, including representatives of at least 3 Strategic Partners Maximum size: 12
Chair	Elected by the Committee
Quorum	At least 3 Members
Clerk	To be determined by the Committee
Purpose of Committee	<ul style="list-style-type: none"> • Responsible for the recruitment, training and deployment of SLE's • Responsible for the development of research and research materials for CPTSA members • Responsible for the implementation of an audit programme based on NTEN/TDT Quality Framework and the NACE Challenge award • Responsible for identifying research opportunities for individual schools/ partners. • Responsible for identifying research opportunities with revenue streams attached and prioritise these at alliance level. • Identify & make links with HEI partners and other brokers of research opportunities (CEBE, NFER, CUREE, etc) • To review policies as delegated by Strategic Hub • To be responsible for reporting on the performance of the Capacity Group as required to communicate to partners and other key stakeholders

Functions retained by the Strategic Hub	<ul style="list-style-type: none"> Ensuring effective budgetary control, including through receiving reports on the financial position at each meeting and authorising (or recommending) necessary actions
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Collaboration Group

Membership	Minimum of 6 Members, including representatives of at least 3 Strategic Partners Maximum size: 12
Chair	Elected by the Committee
Quorum	At least 3 Members
Clerk	To be determined by the Committee
Purpose of Committee	<ul style="list-style-type: none"> To be responsible for delivering school to school support To be responsible for the development of Alliance evaluation audit and reporting To be responsible for the programme, management and delivery of the CPTSA Annual Conference To lead the development of formative, surplus-model peer reviews for member schools To lead the development of a communication and social media strategy To lead and develop focussed partnership brokerage To lead and develop on mechanisms/protocols for sharing institutional information To review key documentation for CPTSA members including CPTSA web site, CPTSA Brochure and other similar documents To review policies as delegated by Strategic Hub To be responsible for a technology strategy which enables the sharing of information and is likely to include the promotion of member events including Teachmeets To be responsible for reporting on the performance of the Collaboration Group as required to communicate to partners and other key stakeholders
Functions retained by the Strategic Hub	<ul style="list-style-type: none"> Ensuring effective budgetary control, including through receiving reports on the financial position at each meeting and authorising (or recommending) necessary actions

Professional Learning

Membership	Minimum of 6 Members, including representatives of at least 3 Strategic Partners Maximum size:12
Chair	Elected by the Committee
Quorum	At least 3 Members
Clerk	To be determined by the Committee
Purpose of Committee	<ul style="list-style-type: none"> To lead the development of professional learning across the CPTSA To lead and manage the Harrow First programme from recruitment to programme delivery To oversee the deployment of SLE's to support Harrow First trainees To manage the development of Career Entry Programme

	<ul style="list-style-type: none"> • To identify, lead and manage high quality partners to deliver a range of leadership programmes • To lead the development of pedagogy based learning using Lesson Study, Learning Triads etc • To identify, lead and manage a high quality partner or partners to create a CPTSA Masters programme • To review policies as delegated by Strategic Hub • To be responsible for reporting on the performance of the Professional Learning Group as required to communicate to partners and other key stakeholders
<p>Functions retained by the Strategic Hub</p>	<ul style="list-style-type: none"> • Ensuring effective budgetary control, including through receiving reports on the financial position at each meeting and authorising (or recommending) necessary actions