

NCLT

Scheme of Delegation – Sixth Form Colleges 2021/22

Responsibility of:	Governance Manager
Date of Approval:	12 October 2021
Review Cycle:	Annual



Scheme of Delegation

Rationale

The underlying principles for this Scheme of Delegation are;

That all schools/colleges are in a partnership of equals irrespective of their length of membership

1. NCLT is a registered charity and it remains true to its aims and objectives.
2. NCLT is mindful that its function is to ensure that all statutory obligations are met (there are differences in the governance arrangements of maintained schools and academies).
3. NCLT Board's intention is to be as light-touch as possible within the Scheme of Delegation in order for Advisory Group and Directors to make decisions at a local level to fully meet the needs of the students and the local community.

This Scheme of Delegation recognises that NCLT is adopting a growth model. This Scheme of Delegation will be reviewed and amended.

The growth model for the Trust

NCLT recognises that its structure will need to evolve as the Trust grows. These phases reflect the Trust's initial ideas about the structure of the Trust over time and will be reviewed and the structure amended in line with the size, performance and needs of the organisation.

Our Vision

Vision - Our colleges and school will make a significant difference to the lives of young people. As a result, together we will make a positive contribution to social mobility.

Commitment- To provide an outstanding, consistent experience through collaboration.

Our Values – The 5 Cs

Candour – To be open, honest and fair to everyone

Challenge – To have high expectations of ourselves and each other

Collaboration – To learn from each other for the benefit of all

Commitment – To be dedicated, resilient and strive for continuous improvement

Care - To be considerate of others and their needs

Excellence in education should be everyone's right

We believe that high quality education should not be the preserve of those living in the right catchment areas. That's why as a Trust we have targeted geographical regions of educational underperformance, where we can make a significant impact on the lives of the region's young people.

Thinking in hundreds, counting in ones

Although we work with thousands of young people, it's important to us that we treat every student as an individual. That's why we spend so much time interviewing young people as part of our application and enrolment process, so we understand their aims and goals well enough to ensure we have put them on the right path to success.

Learn...succeed...progress

We want every student to enjoy their time with us. Our primary focus is on their academic success, but we also provide them with a wide range of extra-curricular and super-curricular activities, from music, foreign exchanges, performance and sport through to World Challenge expeditions to India and Mozambique, and the Duke of Edinburgh Award scheme. Our young people need both academic success and life skills to help them flourish in university and the world of work.

Trust Structure, Communication and Influence

New Collaborative Learning Trust (NCLT)

Each school/college is ultimately governed by the Trust (NCLT). NCLT shall have regard to (but for the avoidance of doubt shall not be bound by) any *guidance* as to the governance of the academies that the Secretary of State may publish. All powers of NCLT are vested in the Members. The Board consisting of the Members will determine the powers which may be delegated to the Board of Directors, and in turn the Board of Directors will determine the powers which may be delegated to Advisory Groups. In normal circumstances, most of the powers of the Members will be delegated, and the Members serve to appoint Directors and to have oversight of the Trust as a whole.

Advisory Groups

Each Academy will be served by its own Advisory Group. Established Advisory Groups will be used to nurture and develop the new Advisory Groups as the Trust grows. This strong focus on coaching and mentoring will support fidelity to the Trust's vision and values.

The membership of the Advisory Group and delegated authority shall be for NCLT to decide. When additional academies join the Trust, NCLT will consult with the Chair of the predecessor governing body about membership of Advisory Groups. NCLT will also take account of the performance of each of the academies.

Every half term, the Chair of the Board of Directors will meet the Chair(s) of the Advisory Groups. This meeting has:

- A planning dimension – where forthcoming agendas and training sessions are planned
- A coaching dimension – since the Chairs of Advisory Groups are learning from the Chair of Directors
- A communication dimension – the CEO and Clerk are also present.

Meetings will be called as and when required by the Chair of the Board of Directors.

Trust Executive Team (TET)

This forum enables principals/headteachers and senior Trust post holders to meet with the CEO, every half term. This meeting has both a communication and planning dimension and is a forum for discussion of Trust matters, as well as a means of assessing the impact of Trust senior roles.

Central Functions

As a family of academies we aim to have the greatest impact by pooling and sharing key resources. We recognise that the success or failure of any one Academy is the success or failure of the Trust as a whole. For this reason, central functions and budget levies are intended to support the Trust as a whole, rather than a simple purchase of services by individual schools and colleges from the centre. Budget levies are to support our common aims and endeavours as a Trust and as a family, as well as to provide core services and functions to individual academies.

NCLT recognises that some academies may require additional support from the Trust, depending on their needs and circumstances. As such, the core resource fee will be determined as follows:

For post-16 colleges the services below are currently provided at cost. This cost is shared between the colleges on the basis of student numbers on roll:

- All HR function
- All finance functions including payroll
- All MIS functions including Cedar
- All student services functions
- All estate and Health & Safety functions
- All IT support and provision
- All central reprographics functions

For pre 16 schools the level of support required will determine the resource fee to be paid. This will be determined in negotiation with the Headteacher/Board of Directors prior to joining following the due diligence process, and will be reviewed annually.

Scheme of Delegation for Sixth Form Colleges (to be approved 12.10.2021)

	EIF	College Principal (Delivers on College performance and student experience)	Local Advisory Group (Monitors and challenges Academies)	CEO and other Executive Members as appropriate (e.g. COO and Director of HR) (Approves key items and supports Academies)	Board of Directors (Ultimately accountable and approves all statutory policies and finance)
College Improvement	L & M	<ul style="list-style-type: none"> • Develops and implements College strategy, culture and ethos in line with overall Trust mission • Develops and then proposes College priorities and College improvement plan (QuIP), including suggesting targets • Delivers as per QuIP and targets • Hold all College staff members to account • To have operational College leadership • Complies with all Trust policies and implements Trust systems • Initiates College expansion strategy 	<ul style="list-style-type: none"> • Ensure that the values, ethos, culture, mission, policies and strategies of the Trust permeate throughout each Academy within the cluster. • Ensure that within each Academy, culture and relationships between leaders, staff, students and parents are based on mutual respect, trust, challenge, high expectations and accountability, so that staff and students excel. • Review the overall effectiveness and performance of the Academy in order to develop robust self-evaluation and quality improvement plans. • Provide review, challenge and support to ensure that the Academy makes good progress in relation to improvement plans, strategic robust plans and targets. • Review quality assurance systems and standards frameworks that exist within the Academy and monitor their impact. • Ensure that a robust and incisive annual performance review (APR) is in place, in accordance with Trust policies and procedures. • Monitor overall staff performance and improvement, and strategies 	<ul style="list-style-type: none"> • Develops and implements Trust strategy ensuring college priorities/QuIP fit within the overarching strategy and Trust priorities • Monitors College culture and ethos, ensuring alignment to the Trust ethos and culture • Approves College Key Performance Indicators • Approves QuIP and College priorities • Develops and approves College expansion strategy • Deploys support to Colleges, including: implementing QuIP; improving teaching quality; managing assessment processes; analysing College data • Decides on the levels of strategic alignment and the harmonisation of Trust policies across the Colleges • Makes decisions regarding levels of autonomy at senior and subject level • Monitors College performance • Holds Principals to account • Ensures all Trust policies and systems are being followed 	<ul style="list-style-type: none"> • Ensures clarity of vision and ethos, and sets the strategic direction of the Trust:-holds CEO to account on Academy improvement and all operational areas. • To endorse annually the 3 year strategic plan for the Trust as a whole • Review the progress of the Trust in relation to these strategic plans • Upholding the Trust’s standards of conduct and values • Review the performance of the Trust as a whole and each Academy within it • Ensure that robust self-evaluation and improvement planning takes place at all levels of the Trust and that Advisory Groups are reviewing progress and taking appropriate steps to drive improvement

			<p>for talent management and staff development.</p> <ul style="list-style-type: none"> • Provide challenge and support for senior leaders which sustains constant focus on the link between effective leadership, staff performance and development, and outcomes for students. • Provide review and challenge so that staff and resource deployment within the Academy best supports outcomes for students • Promote cooperation and collaboration between the Academies in the Trust. • Recommend to the Board of Directors, where appropriate, individuals to be considered for appointment to the Advisory Group 		
	Q of E	<ul style="list-style-type: none"> • Develops and proposes curriculum, teaching and assessment model • Propose and deliver staffing model and associated College timetable • Delivers Trust assessment processes • Improves teaching quality through the annual performance review (APR) and CPD • Leads on all aspects of teaching and learning strategy 	<ul style="list-style-type: none"> • To review the overall attainment and progress of students within the Academy, including that of groups of pupil, and in different types of provision • Support Academy leaders to ensure that the proportion of students completing courses and achieving meaningful qualifications (including English and maths) is high or improving rapidly, and that courses are relevant to students career aims or learning goals • Monitor closely the progression of completing students to positive destinations, such as further training or employment 	<ul style="list-style-type: none"> • Approves curriculum model 	
	B & A	<ul style="list-style-type: none"> • Delivers Behaviour and Attendance policy • Leads all exclusion processes 	<ul style="list-style-type: none"> • Ensure that high expectations for pupil behaviour, attendance and punctuality permeate throughout the Academy. 	<ul style="list-style-type: none"> • Approves Behaviour and Attendance Policy 	

<p>CEO Recruitment, APR and Salary</p>					<ul style="list-style-type: none"> • Conducts recruitment of a CEO – panel to include at least 1 Member and 1 Director • Chair leads on complaints against CEO • Chair to conduct the APR of the CEO • Board of Directors to determine the conditions of employment of the CEO, including salary review and progression
<p>Principal/COO/Trust Director/Vice Principals/Assistant Principals Recruitment, APR and Salary Review</p>				<ul style="list-style-type: none"> • Conducts Principal/COO/Trust Director recruitment and appraisals with engagement from Chair of Directors and other Directors as determined by CEO • Determines salary point and pay progression of Principals/COO/Trust Directors Vice Principals/Assistant Principals within set range as approved by Board of Directors • Initiates recruitment of Principal and senior teams and other senior Trust positions • Reviews and recommends salary ranges to Board of Directors 	<ul style="list-style-type: none"> • Board of Directors approves salary ranges of Principals and senior staff • Supports recruitment of a Principal/COO/Trust Directors
<p>Finance, Procurement and Estates</p>		<ul style="list-style-type: none"> • Monitors budget and financial targets • Works with COO to prepare and propose budget and 3-year forecasting • Works with COO on preparation of end-of-year College finance documents • Provides feedback to CEO on performance of central services • Manages curriculum reserve budget (agreed by CEO/COO) 	<ul style="list-style-type: none"> • Finance and audit functions are not performed by Advisory Groups. Financial handling will be managed centrally by the Trust. College budgets, financial planning, financial policies and procedures, review of management accounts will be managed by the COO and Board of Directors. Issues relating to audit and financial controls will be managed by the Trust’s Audit Committee. • The management of estates, a range of core contracted services and large-scale procurement are 	<ul style="list-style-type: none"> • Sets financial policies with COO for approval of Audit Committee and Board of Directors • Recommends to Board of Directors: - College 3 year budgets and forecasts • Recommends College finance targets to Audit Committee and Board of Directors (COO) • Supports Principals with College finances and budget monitoring (COO) • Responsible for all Trust finances as delegated by Accounting Officer 	<ul style="list-style-type: none"> • Ensure the effective financial management of the Trust and its Colleges ensuring compliance with general legislative requirements. Receive and review management accounts to ensure financial probity • Review and approve the budgets of each College, including the determination of the overall College budgets to be retained for core central services (resource fee) and to be allocated for procured essential services, based upon the recommendations of the Audit Committee

			<p>managed centrally by the Trust, rather than individual Colleges or Advisory Groups. This includes cleaning, catering, transport, utilities, printing and IT procurement. This is in order to secure value for money and to free Advisory Groups to focus on their key responsibility of securing outstanding outcomes for students and teaching and learning.</p> <p>Advisory Groups must:</p> <p>*Notify the Board of Directors if they become aware of any Health and Safety compliance concerns, accidents or near misses that have not already been reported</p>	<ul style="list-style-type: none"> • Recommends the use of reserves to the Board of Directors • CEO or COO have delegated authority from the BOD to sign any contracts approved by TET (up to £100k for Capital projects or up to £500k for other projects) 	<ul style="list-style-type: none"> • The Audit Committee will review the Trusts internal control environment ensuring its effectiveness and that management responses to internal audit reports are adequate and appropriate. • Ensure that the resources of the Trust are appropriately allocated to support the Trust’s aims and the needs of individual Colleges • Consider recommendations about risk and financial controls from auditors and the Audit Committee • Review the draft financial statements prior to audit and approval of audited financial statements and Directors reports prior to submission to the Secretary of State by 31st December • Receive the reports of the external auditors • Approve any borrowing against the property and assets of the Trust in line with the terms of the Master Funding Agreement • Ensure the Trust achieves value for money as well as propriety in the management of funds. • Take decisions about the Trust’s assets and finances, and reserves as set out in the Financial Regulation Policy
<p>HR/ Recruitment/Appraisal</p>		<ul style="list-style-type: none"> • Ensures HR policies and processes are implemented in line with Trust policy, e.g.: performance appraisals, pay reviews, grievance, capability and disciplinary hearing keeping Director of HR and CEO fully informed • Develops and presents staff restructure proposals 	<ul style="list-style-type: none"> • Human resources policies and procedures will largely be determined and managed centrally by the Trust, including recruitment and selection policies and procedures, pay frameworks, annual performance review (APR), discipline, grievance and capability. The responsibility of the Principal is 	<ul style="list-style-type: none"> • Drafts HR and Recruitment Policies (Director of HR) for Board of Directors approval • Approves staff restructures making recommendations to Board of Directors if restructure involves major redundancies • Supports academies with ongoing HR guidance (Director of HR) 	<ul style="list-style-type: none"> • Contribute to the recruitment and selection process of the CEO, and other senior Trust posts, as set out in the scheme of delegation • Ensure that the performance of the CEO is managed effectively by the Board of Directors and by the Chair of the Board of Directors

	<ul style="list-style-type: none"> • Develops and retains high quality staff • Has the power to dismiss, in line with Trust policies and having consulted the CEO and Director of HR • Conducts appraisals of senior leadership team • Conducts recruitment of Heads of School and other teaching posts with support from Director of HR • Recommends to CEO creation of new College teaching or support posts/allowances • Monitors staff workload, staff voice and wellbeing and responds accordingly 	<p>to ensure that these policies are implemented appropriately at College level, in accordance with the scheme of delegation. The responsibility of the Advisory Group is to ensure that the work of each College is carried out in accordance with such HR policies that are determined by the Trust centrally, via the Board of Directors.</p> <ul style="list-style-type: none"> • Reviews annual staff voice surveys 	<ul style="list-style-type: none"> • Responsible for additional HR activities including: - supplying representation for hearings • Conducts 'Staff Voice' and reports to BOD including the monitoring staff wellbeing • Recruits Trust operational staff (Director of HR) • Liaising with national level unions when required • Recommends Trust pay scales to Board of Directors • Re-grading or re-designation of staff • Approves new College teaching or support posts • Has the power to dismiss, in line with Trust policies (CEO and/or HR Director) 	<ul style="list-style-type: none"> • Review and determine annually the criteria against which the performance of the CEO will be judged within annual appraisal • To determine the terms and conditions of employment of the CEO, including salary review and progression • To contribute to wider HR functions (such as grievances and disciplinary hearings), as set out in the scheme of delegation • To review and approve Trust policy, as set out in the scheme of delegation
Compliance with Statutory Obligations	<ul style="list-style-type: none"> • Ensures compliance with statutory obligations and mandatory Trust policies • Responds to all informal College level complaints (HR to be informed) 	<ul style="list-style-type: none"> • Appoints link governor for safeguarding and SEND (mandatory) and Careers Guidance 	<ul style="list-style-type: none"> • Drafts statutory and Trust policies • Responds to all formal complaints (HR Director) 	<ul style="list-style-type: none"> • Accountable for all compliance • Approve all statutory policies • Monitors College implementation of statutory compliance and risk management
Communication and Community Strategy	<ul style="list-style-type: none"> • Delivers on College communications strategy and College visual identity • Manages parent, community, local stakeholder and College media engagement • Leads on LA communications • Refers any reputational risk to the CEO • Works with the Trust's Marketing Manager to ensure the college has a strong profile both locally and nationally 	<ul style="list-style-type: none"> • Supports family communications and community engagement 	<ul style="list-style-type: none"> • Develops communications strategy and guidance • Manages crisis communications and reputational risk • Supports Principals with LA and families as needed • Leads on marketing for Trust and Colleges and develops brand guidelines 	<ul style="list-style-type: none"> • Approves any significant changes to the overall Trust brand

Capital Projects		<ul style="list-style-type: none"> • Contributes/proposes development of significant building projects and refurbishments • Support project delivery with engagement from COO and Trust Estates Manager 		<ul style="list-style-type: none"> • Approves significant building projects • Leads on significant building project delivery in conjunction with Trust Estates Manager (COO) • Engages in project delivery for procurement if subject to OJEU procurement law (COO) 	<ul style="list-style-type: none"> • Accountable for all compliance with building projects • Engages in procurement process for significant projects • Grants initial approval of all building projects over £100,000 • Monitors, supports and challenges the development of College building projects/refurbishments
Health and Safety		<ul style="list-style-type: none"> • Responsible for local implementation of policies, aligning with Trust policy, including development of College procedures and internal reporting on statutory requirements • Work with Trust Health and Safety Manager to ensure compliance 		<ul style="list-style-type: none"> • Drafts Trust H&S policies (COO and Trust H&S Manager) • Monitors College H&S by arranging inspections/audit and supports implementation, as needed. (COO and Trust H&S Manager) 	<ul style="list-style-type: none"> • Accountable for ensuring a safe and healthy environment for staff, students and other persons on Trust premises • Approves H&S Policy • Monitors College compliance, with H&S policies and statutory obligations as well as challenging Colleges to ensure best practice is followed
Safeguarding		<ul style="list-style-type: none"> • Ensure Trust Safeguarding Policy is implemented including prevent responsibilities • Appoints Designated Senior Lead (DSL) • Manages all safeguarding complaints (exc. against Principal) with Executive engagement (HR informed) • Has oversight of SCR and ensure it is up to date and well maintained 	<ul style="list-style-type: none"> • Ensure robust safeguarding and child protection policies and procedures are in place and implemented effectively • Appoint a designated Advisory Group Safeguarding and Child Protection lead to challenge and support the DSL for each college • Ensures prevent statutory duty is being followed. 	<ul style="list-style-type: none"> • Ensures Safeguarding Policy is in line with statutory policy including prevent responsibilities • Responsible for dealing with any safeguarding complaints against Principal/Trust employees (Director of HR) • Consulted in responding to any complaint against a staff member (Director of HR) • Responsible for maintaining SCR and ensuring it is up to date 	<ul style="list-style-type: none"> • Accountable for all legal responsibilities • Approves Safeguarding Policy and ensure it is being implemented across the Trust • Appoints designated lead from Board of Directors • Ensures Board of Directors and Advisory Groups have completed suitable training • Responsible for any safeguarding complaints against the CEO • Have oversight of the Single Central Record (SCR) and ensure it is up to date and maintained in line with guidance
SEND		<ul style="list-style-type: none"> • Implements Trust specific SEND Policy • Appoints qualified SENDCO 	<ul style="list-style-type: none"> • Monitors and challenges implementation of SEND Policy and performance of SEND students 	<ul style="list-style-type: none"> • Drafts Trust SEND Policy (SENDCo) • Supports Colleges and monitors implementation of SEND Policy 	<ul style="list-style-type: none"> • Accountable for all legal responsibilities • Approves SEND Policy

		<ul style="list-style-type: none"> Responsible for implementation in line with all relevant statutory requirements 			
Equalities		<ul style="list-style-type: none"> Responsible for ensuring compliance with all aspects of equalities legislation and Trust policy Sets college employee equalities objectives 	<ul style="list-style-type: none"> Monitors the performance of sub-groups 	<ul style="list-style-type: none"> Scrutinises complaints in relation to equality (Director of HR) Sets Trust employee equalities objectives 	<ul style="list-style-type: none"> Monitors compliance against Equality Act/Single Equality Scheme and Public Sector Equality Duty
Admissions/Enrolments		<ul style="list-style-type: none"> Implements Trust policy on admissions and enrolment 	<ul style="list-style-type: none"> Kept informed of major aspects such as policy and appeals 	<ul style="list-style-type: none"> Drafts Admissions Policy and responsible for its implementation across the Trust Manages admissions appeals 	<ul style="list-style-type: none"> Accountable for all legal responsibilities Agree any significant changes to the Admissions Policy i.e. selection criteria
Exclusions		<ul style="list-style-type: none"> Responsible for issuing an exclusion, informing all relevant parties and managing any appeal processes 	<ul style="list-style-type: none"> Informed of every permanent exclusion and monitors FTE frequency and trends Involved in the appeal process of the Trust's Behaviour and Attendance Policy 	<ul style="list-style-type: none"> Provides expert support to help manage exclusions appeals (esp. for independent review panel) Accountable for all legal responsibilities in respect of exclusions and other potential 'off rolling'. 	<ul style="list-style-type: none"> Responsible for holding executive leaders to account for lawful use of exclusions and other student movements such as potential 'off rolling' Approves Exclusion Policy Monitors exclusion patterns, trends and actions across all Colleges Leads the appeal process by appointing Directors and/or Advisors to hear the student appeal
FOI/GDPR requests		<ul style="list-style-type: none"> Provides information needed to respond to FOI requests 	<ul style="list-style-type: none"> Engaged as needed to respond accurately to requests 	<ul style="list-style-type: none"> Responds to all FOI requests (Data Protection Manager) 	<ul style="list-style-type: none"> Accountable for ensuring Trust fulfils FOI/ data protection statutory obligations
Financial Probity and Value for Money		<ul style="list-style-type: none"> Accountable for financial probity and best value in College expenditure 		<ul style="list-style-type: none"> Responsible for Trust-wide financial regularity, propriety and compliance (COO) Prepares ESFA returns and Annual Report (COO) Ensure internal audit is conducted and respond to any recommendations – reporting to Audit Committee 	<ul style="list-style-type: none"> Accountable for Trust-wide financial regularity, propriety and compliance Responsible for approving Financial Regulations Policy Acts on the advice of its Audit Committee
Trips and Visits		<ul style="list-style-type: none"> SLT/Principal to approve all trips and visits on recommendation of Health and Safety Manager 	<ul style="list-style-type: none"> To approve all residential trips abroad on recommendation of Principal/H&S Manager 		<ul style="list-style-type: none"> Delegated authority to Local Advisory Board and Principals for overseas and residential trips

<p>Scheme of Delegation</p>		<ul style="list-style-type: none"> • Adhere at all times to Scheme of Delegation 	<ul style="list-style-type: none"> • Registers and publishes all pecuniary and business interests of advisors. • Adhere at all times to Scheme of Delegation 	<ul style="list-style-type: none"> • Draft, review and recommend changes to Scheme of Delegation annually. • Adhere at all times to Scheme of Delegation 	<ul style="list-style-type: none"> • Responsible for approving Scheme of Delegation • Registers and publishes all pecuniary and business interests of Members and Directors
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