

# NCLT

## Scheme of Delegation for Academies

<b>Responsibility of:</b>	Governance Manager
<b>Date of Approval:</b>	December 2022
<b>Review Cycle:</b>	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 functions
- 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 Academies – Approved December 2022

	EIF	Academy Headteacher (Delivers on Academy performance and pupil experience)	Local Advisory Group (Monitors and challenges Academies)	Director of Primary Education	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)
Academy Improvement	L & M	<ul style="list-style-type: none"> <li>• Develops and implements Academy strategy, culture and ethos in line with overall Trust mission and vision</li> <li>• Develops and then proposes Academy priorities and Quality improvement plan (QUIP), including suggesting targets</li> <li>• Delivers as per QUIP and targets</li> <li>• Hold all academy staff members to account</li> <li>• To have operational Academy leadership</li> <li>• Initiates Academy expansion strategy</li> <li>• Complies with all Trust policies and implements Trust systems</li> <li>• Monitor overall staff performance and improvement, and strategies for talent management and staff development</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the values, ethos, culture, mission, policies and strategies of the Trust permeate throughout each Academy within the cluster</li> <li>• 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</li> <li>• Review the overall effectiveness and performance of the Academy in order to develop robust self-evaluation and quality improvement plans</li> <li>• Provide review, challenge and support to ensure that the Academy makes good progress in relation to improvement plans, strategic robust plans and targets</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors Academy culture and ethos ensuring alignment to the Trust ethos and culture</li> <li>• Approves QUIP and Academy priorities in conjunction with the CEO</li> <li>• Approves Academy Key Performance Indicators in conjunction with the CEO</li> <li>• Holds Academy Headteachers to account against performance in conjunction with the CEO</li> <li>• Monitors and evaluates Academy performance;</li> <li>• Attends termly progress review panel meetings along with the CEO and headteacher</li> <li>• Review and evaluate educational policies and systems, to align where appropriate in the best interests of students.</li> <li>• Proposes Academy targets to CEO</li> <li>• Recommends to the CEO any policy changes</li> <li>• Ensures each school continues to improve</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and implements Trust strategy ensuring Academy priorities/QUIP fit within the overarching strategy and Trust priorities</li> <li>• Agrees support identified by Executive Headteacher to Academies to support implementation of QUIP, improvement of teaching quality, management of assessment processes and analysis of Academy data</li> <li>• Has strategic responsibility of Academy performance</li> <li>• Holds Executive Headteacher to account on Academy improvement and all operational areas</li> <li>• Ensures all Trust policies and systems are being followed</li> <li>• Develops and approves Academy expansion strategy</li> <li>• Ensure that robust and incisive annual performance review (APR) is in place, in accordance with Trust policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• To endorse annually the 3 year strategic plan for the Trust as a whole</li> <li>• Review the progress of the Trust in relation to these strategic plans</li> <li>• Upholding the Trust’s standards of conduct and values</li> <li>• Review the academic performance of the Trust as a whole and each Academy within it</li> <li>• 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</li> </ul>

			<ul style="list-style-type: none"> <li>• Review quality assurance systems and standards frameworks that exist within the Academy and monitor their impact</li> <li>• 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</li> <li>• Provide review and challenge so that staff and resource deployment within the Academy best supports outcomes for students</li> <li>• Promote cooperation and collaboration within the Trust</li> <li>• Recommend to the Board of Directors, where appropriate, individuals to be considered for appointment to the Advisory Group</li> </ul>	<p>through the cycle of school improvement, outlined in the School Improvement Model.</p> <ul style="list-style-type: none"> <li>• Proposes relevant external reviews required to the CEO</li> </ul>		
	<b>Q of E</b>	<ul style="list-style-type: none"> <li>• Develops and proposes curriculum, teaching and assessment model</li> <li>• Propose and deliver staffing model and associated Academy timetable</li> <li>• Improves teaching quality through the annual</li> </ul>	<ul style="list-style-type: none"> <li>• To review the overall attainment and progress of students within the Academy, including that of groups of students on different qualification types</li> <li>• Support Academy leaders to ensure that the proportion of students</li> </ul>	<ul style="list-style-type: none"> <li>• Approves curriculum, teaching and assessment model</li> <li>• Monitor quality of education, identify needed improvements and offer relevant support, whether from within the Trust or external</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that robust and incisive annual performance review (APR) is in place, in accordance with Trust policies and procedures</li> </ul>	

		<p>performance review (APR) and CPD</p> <ul style="list-style-type: none"> <li>Leads on all aspects of teaching and learning strategy</li> </ul>	<p>completing courses and achieving meaningful qualifications (including English and maths) is high or improving rapidly, and that courses are relevant to student's career aims or learning goals</p> <ul style="list-style-type: none"> <li>Will ensure the Academies curriculum offer is aligned to the Trusts vision and ethos providing high quality education for all its students including meeting any statutory duties e.g. Relationships and Sex Education</li> </ul>	<ul style="list-style-type: none"> <li>Approve the Academy staffing and curriculum model</li> </ul>		
	<b>B &amp; A</b>	<ul style="list-style-type: none"> <li>Proposes and delivers Behaviour and Attendance Policy</li> <li>Leads all exclusion processes</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that high expectations for pupil behaviour, attendance and punctuality permeate throughout the Academy</li> <li>Monitor attendance rates</li> </ul>	<ul style="list-style-type: none"> <li>Monitor behaviour and attitudes, identifies improvements and needed support</li> <li>Support Headteacher with exclusion processes, where required</li> </ul>	<ul style="list-style-type: none"> <li>Recommends Behaviour and Attendance Policy to BOD</li> <li>Hold Executive Head to account for attendance and punctuality rates</li> </ul>	<ul style="list-style-type: none"> <li>Approves Behaviour and Attendance Policy</li> </ul>
	<b>PD</b>	<ul style="list-style-type: none"> <li>Lead on personal development agenda ensuring students develop their knowledge and skills beyond just academic achievement</li> </ul>	<ul style="list-style-type: none"> <li>Monitor closely the progression of completing students to positive destinations, such as further training or employment</li> <li>Review PD curriculum including participation rates, subject enrichment and extra-curricular activities</li> </ul>	<ul style="list-style-type: none"> <li>Supports headteachers to ensure personal development remains high on the agenda</li> </ul>		

<p><b>Executive Headteacher Recruitment APR and Pay Review</b></p>					<ul style="list-style-type: none"> <li>• Conducts Executive Headteacher recruitment and APR with engagement from Chair of Directors and other Directors as determined by CEO</li> <li>• Determines salary point and pay and progression of Executive Head and Heads within set range as recommended by Remuneration committee</li> </ul>	<ul style="list-style-type: none"> <li>• Supports the recruitment process, agrees salary range of Executive Headteacher</li> <li>• Board of Directors approves salary ranges of Executive Head Teacher and Heads on recommendation of Remuneration Committee</li> </ul>
<p><b>Headteacher Recruitment, APR and Pay Review</b></p>				<ul style="list-style-type: none"> <li>• Support CEO in Headteacher recruitment</li> <li>• Conducts APR of Headteachers in conjunction with CEO</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts Headteacher recruitment and appraisals with engagement from Chair of Directors and other Directors as determined by CEO</li> <li>• Determines salary point and pay progression of Headteachers within set range as approved by Board of Directors</li> <li>• Reviews and recommends salary range to Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Directors approves salary ranges of Executive Head Teacher and Heads on recommendation of Remuneration Committee</li> </ul>
<p><b>Finance Procurement and Estates</b></p>		<ul style="list-style-type: none"> <li>• Monitors budget and financial targets</li> <li>• Works with Academy Business Manager (SBM)/COO to prepare and propose budget and 3-year forecasting</li> <li>• Works with SBM/COO on preparation of end-of-year Academy finance documents</li> </ul>	<ul style="list-style-type: none"> <li>• Finance and audit functions are not performed by Advisory Groups. Financial handling will be managed centrally by the Trust. Academy budgets, financial planning, financial policies and procedures, review of management accounts will be managed by the COO and Board of Directors.</li> </ul>		<ul style="list-style-type: none"> <li>• Sets financial policies for approval of Audit Committee and Board of Directors</li> <li>• Recommends to Board of Directors: - Academy 3 year budgets and forecasts Recommends Academy finance targets to Audit Committee and Board of Directors (COO)</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the effective financial management of the Trust and its Academies ensuring compliance with general legislative requirements. Receive and review management accounts to ensure financial probity</li> <li>• Review and approve the budgets of each Academy,</li> </ul>

		<ul style="list-style-type: none"> <li>• Provides feedback to CEO on performance of central services</li> <li>• Provides rationale for pupil premium strategy and spending</li> </ul>	<p>Issues relating to audit and financial controls will be managed by the Trust's Audit Committee</p> <ul style="list-style-type: none"> <li>• The management of estates, a range of core contracted services and large-scale procurement are managed centrally by the Trust, rather than individual Academies 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. Advisory Groups must: <ul style="list-style-type: none"> <li>*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</li> </ul> </li> <li>• To review Pupil Premium spending plan to ensure pupil needs are being met</li> <li>• To review the PE and support funding</li> </ul>		<ul style="list-style-type: none"> <li>• Supports Headteachers with Academy finances and budget monitoring (COO)</li> <li>• Responsible for all Trust finances as delegated by Accounting Officer</li> <li>• Recommends the use of reserves to the Board of Directors</li> <li>• 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)</li> </ul>	<p>including the determination of the overall Academy 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> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Ensure that the resources of the Trust are appropriately allocated to support the Trust's aims and the needs of individual Academies</li> <li>• Consider recommendations about risk and financial controls from auditors and the Audit Committee</li> <li>• 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 31<sup>st</sup> December</li> <li>• Receive the reports of the external auditors</li> <li>• Approve any borrowing against the property and</li> </ul>
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						<p>assets of the Trust in line with the terms of the Master Funding Agreement</p> <ul style="list-style-type: none"> <li>• Ensure the Trust achieves value for money as well as propriety in the management of funds.</li> <li>• Take decisions about the Trust's assets and finances, and reserves as set out in the Financial Regulation Policy</li> <li>• Delegate authority and accountability for Pupil Premium to Advisory Board</li> </ul>
HR		<ul style="list-style-type: none"> <li>• Ensures HR policies and processes are implemented in line with Trust policy, including: performance appraisals, pay reviews, grievance, capability and disciplinary hearing keeping Director of HR and CEO fully informed</li> <li>• Develops and presents staff restructure proposals along with Executive Headteacher</li> <li>• Liaises with local level unions</li> <li>• Develops and retains high quality staff</li> <li>• Has the power to dismiss, in line with Trust policies and having consulted the Executive Headteacher and Director of HR</li> </ul>	<ul style="list-style-type: none"> <li>• Human resources policies and procedures will largely be determined and managed centrally by the Trust, including recruitment and selection policies and procedures, pay frameworks, APRs, discipline, grievance and capability. The responsibility of the Headteacher is to ensure that these policies are implemented appropriately at Academy level, in accordance with the scheme of delegation. The responsibility of the Advisory Group is to ensure that the work of the Academy is carried out in accordance with such HR policies that are determined</li> </ul>	<ul style="list-style-type: none"> <li>• Develops staff restructure proposals alongside Headteacher (where necessary)</li> <li>• Recruits alongside CEO Headteacher and members of senior team at individual Academy level</li> <li>• Re-grading or re-designation of staff in connection with Headteacher</li> <li>• Work with HR, headteachers and the CEO to align Policies where relevant and possible</li> </ul>	<ul style="list-style-type: none"> <li>• Drafts HR and recruitment policies (Director of HR) for Board of Directors approval</li> <li>• Approves staff restructures making recommendations to Board of Directors if restructure involves major redundancies</li> <li>• Initiates recruitment of Headteacher</li> <li>• Supports Academies with ongoing HR guidance (Director of HR)</li> <li>• Responsible for additional HR activities including: - supplying representation for hearings</li> <li>• Conducts 'Staff Voice' and reports to BOD including the monitoring staff wellbeing -</li> </ul>	<ul style="list-style-type: none"> <li>• To contribute to wider HR functions e.g. grievances and disciplinary hearings</li> <li>• To review and approve Trust HR policy, as set out in line with statutory legislation</li> </ul>

		<ul style="list-style-type: none"> <li>• Conducts appraisals of senior leadership team</li> <li>• Conducts recruitment of senior/middle leaders and other teaching/support staff with support from Director of HR</li> <li>• Recommends to Executive Headteacher/CEO creation of new Academy teaching or support posts/allowances</li> <li>• Monitors staff workload concerns, staff voice and wellbeing and responds accordingly</li> </ul>	<ul style="list-style-type: none"> <li>• by the Trust centrally, via the Board of Directors.</li> <li>• Review annual staff voice surveys</li> </ul>		<ul style="list-style-type: none"> <li>• Recommends Trust support and teaching staff pay scales to Board of Directors</li> <li>• Liaising with national level unions when required</li> <li>• Re-grading or re-designation of staff in conjunction with Executive Headteacher</li> <li>• Approves new Academy teaching or support posts</li> <li>• Has the power to dismiss, in line with Trust policies (CEO and/or Director of HR)</li> <li>• Responds to all formal complaints (HR Director)</li> </ul>	
<b>Compliance with Statutory Obligations</b>		<ul style="list-style-type: none"> <li>• Ensures compliance with statutory obligations and mandatory Trust policies</li> <li>• Responds to all Academy level complaints (HR to be informed)</li> <li>• Proposes term dates and inset days</li> </ul>	<ul style="list-style-type: none"> <li>• Appoints link governor for safeguarding and SEND (mandatory) and Careers guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Supports Headteachers with statutory obligations</li> </ul>	<ul style="list-style-type: none"> <li>• Drafts statutory and Trust policies</li> <li>• TET approves term dates and inset days</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for all compliance</li> <li>• Approve all relevant statutory policies</li> <li>• Monitors Academy implementation of statutory compliance and risk management</li> </ul>
<b>Communications</b>		<ul style="list-style-type: none"> <li>• Manages parent, community, local stakeholder and Academy media engagement</li> <li>• Leads on LA communications</li> <li>• Refers any reputational risk to the Executive Headteacher and CEO</li> <li>• Works with the Trust Marketing Manager to ensure the Academy has a strong profile both locally and nationally</li> </ul>	<ul style="list-style-type: none"> <li>• Supports academy and community events and community engagement</li> <li>• Be an advocate in the local community for the academy</li> </ul>	<ul style="list-style-type: none"> <li>• Supports Headteachers with LA and family communications as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Manages crisis communications and reputational risk</li> <li>• Supports Headteachers with LA and families as needed</li> <li>• Leads on marketing for Trust and Academies and develops brand guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Approves any significant changes to the overall Trust brand</li> </ul>

<b>Capital Projects</b>		<ul style="list-style-type: none"> <li>• Contributes/proposes development of significant building projects and refurbishments</li> <li>• Support project delivery with engagement from SBM/COO and Trust Estates Manager</li> </ul>			<ul style="list-style-type: none"> <li>• Approves significant building projects</li> <li>• Leads on significant building project delivery in conjunction with Trust Estates Manager (COO)</li> <li>• Engages in project delivery for procurement if subject to OJEU procurement law (COO)</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for all compliance with building projects</li> <li>• Engages in procurement process for significant projects</li> <li>• Grants initial approval of all building projects over £100,000</li> <li>• Monitors, supports and challenges the development of Academy building projects/refurbishments</li> </ul>
<b>Health and Safety</b>		<ul style="list-style-type: none"> <li>• Responsible for local implementation of policies, aligning with Trust policy, including development of Academy procedures and internal reporting on statutory requirements</li> <li>• Work with Trust Health and Safety (H &amp; S) Manager to ensure compliance</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> </ul>		<ul style="list-style-type: none"> <li>• Drafts Trust H&amp;S policies (COO and Trust H&amp;S Manager)</li> <li>• Monitors Academy H&amp;S by arranging inspections/audit and supports implementation, as needed. COO and Trust H&amp;S Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for ensuring a safe and healthy environment for staff, students and other persons on Trust premises</li> <li>• Approves H&amp;S Policy</li> <li>• Monitors compliance, with H&amp;S policies and statutory obligations as well as challenging to ensure best practice is followed</li> </ul>
<b>Safeguarding</b>		<ul style="list-style-type: none"> <li>• Ensure Trust Safeguarding Policy is implemented including Prevent responsibilities</li> <li>• Appoints Designated Senior Lead (DSL) and Deputy DSL</li> <li>• Manages all safeguarding complaints (exc. against Headteacher) with executive engagement (HR to be informed)</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure robust safeguarding and child protection policies and procedures are in place and implemented effectively</li> <li>• Appoint a designated Advisory Group Safeguarding and Child Protection lead to challenge and support the DSL for each Academy</li> <li>• Ensures Prevent statutory duty is being followed</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures Safeguarding Policy is being adhered to and in line with statutory policy including Prevent responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• To be made aware of any safeguarding complaints against Headteacher</li> <li>• Consulted in responding to any complaint against a staff member</li> <li>• Works with either Headteacher or Executive Headteacher to ensure Safeguarding Policy is in line with statutory policy including Prevent responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for all legal responsibilities</li> <li>• Approves Safeguarding Policy and ensure it is being implemented across the Trust</li> <li>• Appoints designated lead from Board of Directors</li> <li>• Ensures Board of Directors and Advisory Groups have completed suitable training</li> </ul>

		<ul style="list-style-type: none"> <li>Responsible for referrals for children at risk, outside Academy environment</li> <li>Has oversight of Single Central Register (SCR) and ensure it is up to date and well maintained</li> </ul>			<ul style="list-style-type: none"> <li>Responsible for maintaining SCR and ensuring it is up to date</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for any safeguarding complaints against the CEO</li> <li>Have oversight of the Single Central Record (SCR) and ensure it is up to date and maintained in line with guidance</li> </ul>
<b>SEND</b>		<ul style="list-style-type: none"> <li>Implements Trust specific SEND Policy</li> <li>Appoints qualified SENCO</li> <li>Responsible for implementation in line with all relevant statutory requirements</li> </ul>	<ul style="list-style-type: none"> <li>Monitors and challenges implementation of SEND Policy and performance of SEND students</li> </ul>	<ul style="list-style-type: none"> <li>Supports Academies and monitors implementation of SEND Policy</li> </ul>	<ul style="list-style-type: none"> <li>Drafts Trust SEND Policy (SENDCo)</li> </ul>	<ul style="list-style-type: none"> <li>Accountable for all legal responsibilities</li> <li>Approves SEND Policy</li> </ul>
<b>Equalities</b>		<ul style="list-style-type: none"> <li>Responsible for ensuring compliance with all aspects of equalities legislation and Trust policy</li> <li>Set Academy equality objectives</li> </ul>	<ul style="list-style-type: none"> <li>Monitors the performance of sub-groups</li> </ul>	<ul style="list-style-type: none"> <li>Supports Academies in ensuring compliance</li> </ul>	<ul style="list-style-type: none"> <li>Scrutinises complaints and protected characteristics (Director of HR)</li> <li>Sets Trust employee equalities objectives</li> </ul>	<ul style="list-style-type: none"> <li>Monitors compliance against protected characteristics and employee equalities objectives</li> </ul>
<b>Admissions</b>		<ul style="list-style-type: none"> <li>Implements Academy policy on admissions and enrolment</li> <li>Manages admissions appeals</li> <li>Propose any change to the PAN through involving the LA, Director of Primary and CEO.</li> </ul>	<ul style="list-style-type: none"> <li>Kept informed of major aspects such as policy and appeals</li> <li>Approve any changes to PAN in conjunction with CEO</li> </ul>	<ul style="list-style-type: none"> <li>Review the Academy Admissions Policy and responsible for implementation across the Academies</li> </ul>		<ul style="list-style-type: none"> <li>Accountable for all legal responsibilities</li> <li>Agree any significant changes to the Admissions Policy i.e. selection criteria</li> </ul>
<b>Exclusions</b>		<ul style="list-style-type: none"> <li>Responsible for issuing an exclusion, informing all relevant parties and managing any appeal processes</li> </ul>	<ul style="list-style-type: none"> <li>Informed of every permanent exclusion and monitors FTE frequency and trends</li> <li>Involved in the appeal process of the Trust's</li> </ul>	<ul style="list-style-type: none"> <li>Provides expert support to help manage exclusions appeals (esp. for independent review panel)</li> </ul>	<ul style="list-style-type: none"> <li>CEO to be informed of all appeals</li> <li>Accountable for all legal responsibilities in respect of exclusions and other potential 'off rolling'</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for holding executive leaders to account for lawful use of exclusions and other student movements such as potential 'off rolling'</li> <li>Approves Exclusion Policy</li> </ul>

			Behaviour and Attendance Policy at BOD discretion			<ul style="list-style-type: none"> <li>• Monitors exclusion patterns, trends and actions across all Academies</li> <li>• Leads the appeal process by appointing Directors and/or Advisors to hear the pupil appeal</li> <li>• Approves Behaviour for Learning Policy</li> </ul>
<b>FOI/GDPR Requests</b>		<ul style="list-style-type: none"> <li>• Provides information needed to respond to FOI requests and subject access requests</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged as needed to respond accurately to requests</li> </ul>		<ul style="list-style-type: none"> <li>• Responds to all FOI requests (Data Protection Manager)</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for ensuring Trust fulfils FOI/ data protection statutory obligations</li> </ul>
<b>Financial Probity and Value for Money</b>		<ul style="list-style-type: none"> <li>• Accountable for financial probity and best value in Academy expenditure</li> </ul>			<ul style="list-style-type: none"> <li>• Responsible for Trust-wide financial regularity, propriety and compliance (COO)</li> <li>• Prepares ESFA returns and Annual Report (COO)</li> <li>• Ensure internal audit is conducted and respond to any recommendations – reporting to Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for Trust-wide financial regularity, propriety and compliance</li> <li>• Responsible for approving Financial Regulations Policy</li> <li>• Acts on the advice of its Audit Committee</li> </ul>
<b>Trips and Visits</b>		<ul style="list-style-type: none"> <li>• SLT/Headteacher to approve all trips and visits on recommendation of Health and Safety Manager</li> </ul>	<ul style="list-style-type: none"> <li>• To approve all residential, UK and trips abroad on recommendation of Headteacher and Health and Safety Manager</li> </ul>			<ul style="list-style-type: none"> <li>• Delegated authority to Local Advisory Board and Headteacher for overseas trips</li> </ul>
<b>Scheme of Delegation</b>		<ul style="list-style-type: none"> <li>• Adhere at all times to Scheme of Delegation</li> </ul>	<ul style="list-style-type: none"> <li>• Registers and publishes all pecuniary and business interests of advisors</li> <li>• Adhere at all times to Scheme of Delegation</li> </ul>	<ul style="list-style-type: none"> <li>• Adhere at all times to Scheme of Delegation</li> </ul>	<ul style="list-style-type: none"> <li>• Draft, review and recommend changes to Scheme of Delegation annually</li> <li>• Adhere at all times to Scheme of Delegation</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for approving Scheme of Delegation</li> <li>• Registers and publishes all pecuniary and business interests of Members and Directors</li> </ul>