

# BOARD OF DIRECTORS' SCHEME OF DELEGATION

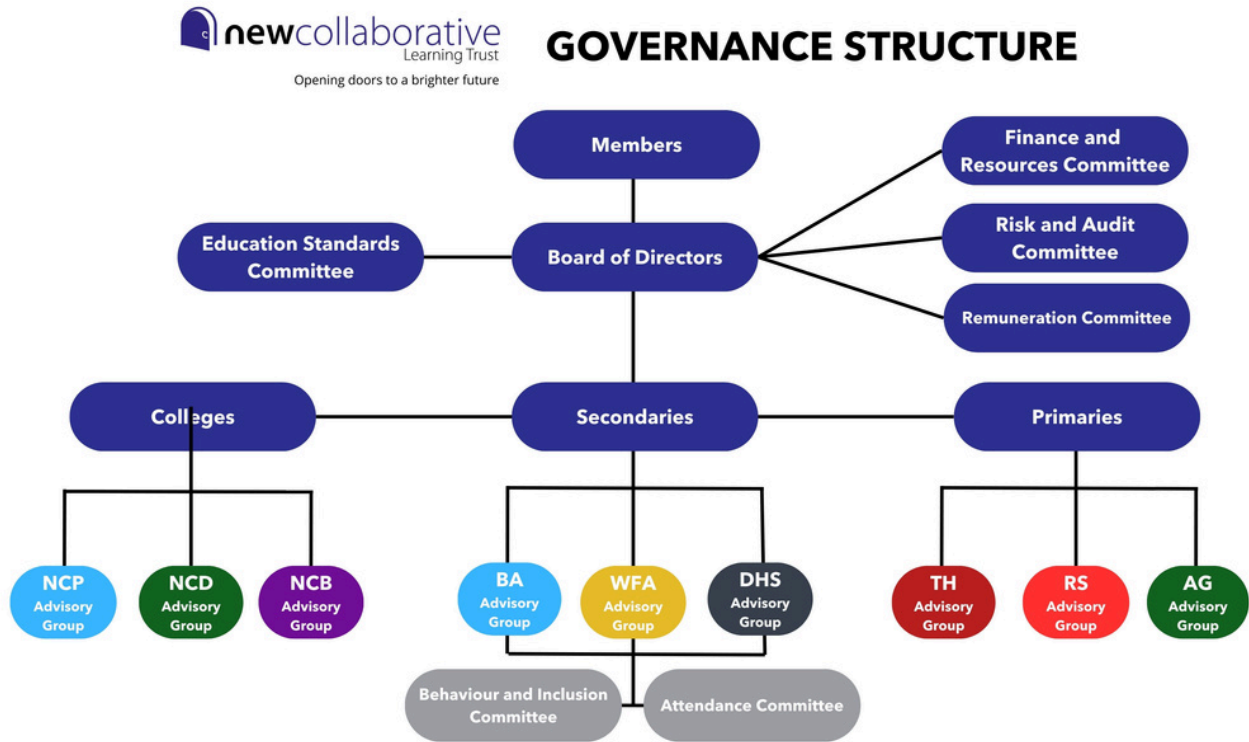


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# PURPOSE & BOARD STRUCTURE



The Academy Trust is the legal entity with the board having collective accountability and responsibility for the Academy Trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements.

The purpose of this scheme of delegation is to describe how the Trust Board have decided to delegate their responsibilities within the Trust. Terms of Reference and relevant policies provide further detail.

Chair's action can be used when the chair believes a delay would be likely to be seriously detrimental to the interests of the school/college, any student or their parent/carer or a member of staff. The chair should report back any use of chair's action to the rest of the board at the next meeting. In cases where a meeting is not for several weeks, it would be sensible to update the board via email in order to maximise transparency.



DfE Trust Descriptors			Sources	Responsibilities			Governance Processes
G&L - Governance and Leadership			ATGG -Academy Trust Governance Guide				
F&O - Finance and Operations			ATH - Academy Trust Handbook				
E & SI - High Quality and Inclusive Education and School Improvement			TQD - Trust Quality Descriptors				
Work - Workforce			AoA - Articles of Association				
Trust Des	Area	Objective	Source	Delegated to/Retained by Board or Members	Monitored by	Lead by	(Documentation/KPI/Reporting Cycle)
G&L	Vision	Setting and championing the Trust's <b>strategy and vision</b> statement(consideration of taking on challenging schools and transforming previously underperforming schools by delivering broad and sustainable improvement and supporting the 'wider system' in sharing best practice.	ATGG 1.10 & 3.1, TQD - School Improvement	Board	Finance & Resources ESC	CEO	Strategic Plan (including vision statement) Relevant sections of plan to go to agreed group
G&L	Vision	Ensuring there is a <b>positive culture</b> which actively promotes the fundamental British values of democracy, the rule of law, individual liberty and mutual respect and tolerance for those with different faiths and beliefs)	ATGG 1.1	Board	Advisors	CEO Principals/ Headteachers	Staff and Student voice surveys
G&L	People	Ensure the Board has a nominated <b>Careers lead trustee</b> and Advisory Groups have a <b>Careers Advisor</b> who report findings (Secondary only)	DfE statutory guidance for Careers	Board	ESC Advisors	Gov Man	Summer - Appoint links Autumn - Review links Spring - Report
G&L	People	Appointing <b>new Trustees/Directors or Members</b>	AoA	Members	Gov Man	Members	As req, using skills report
G&L	People	Establishing a <b>Governance Structure</b> and <b>appointing individuals</b> , incl. Chairs annual appointment, on board committees ( Finance and Resources, Risk and Audit, Education and Standards and Advisory Groups)	ATH, section 3.6	Board	Board	Gov Man	Governance Structure - SoD and ToR Reviews Appointing individuals - Recommendations to Board
G&L	People	<b>Provision of information</b> - The trust must notify DfE of changes to the governance information, within 14 calendar days of the change and update their website and Companies House accordingly.	ATH 2.46	Board	CEO	Gov Man	Governance Manager updates GIAS monthly or as changes occur
G&L	Compliance	Producing an <b>annual report</b> and accounts, with regard to accounts consolidation exercises required by DfE	ATH 4.1-4.4	Board	Finance & Resources Risk & Audit Finance Director	CEO CFO	Annual Report & Accounts & Management Letter R&A/F&R review in first instance. Board approve. Members note in AGM
G&L	Compliance	Safe organisation and approval of <b>trips &amp; visits</b>	Trust Policy	CEO	Finance & Resources H&S Manager	Principals/ Headteachers (Non-residential) Advisors (UK and Residential)	Advisory Group approval processes
G&L	Compliance	Comply with the trust's <b>Articles of Association, charitable objects, with company and charity law</b>	Academy Trust Handbook (ATH) 1.12	Board	Board Chair Risk & Audit	Gov Man	Annual Report on compliance with Articles of Association Annual Report of compliance with ATH
G&L	Compliance	Ensuring compliance with <b>equalities legislation</b> and ensures education is accessible to all (e.g. effectively teaches disadvantaged and SEND)	TQD F&O, TQD - HQ & IE	Board	ESC Advisors	CEO Principals/ Headteachers	HR annual report to Board including update on E&D objectives and staff data Student outcomes and cohort data reviewed at ESC focusing on Key Group performance e.g. gender, Pupil Premium, SEND
G&L	Compliance	Follow the Home Office's 'Revised <b>Prevent</b> duty guidance	ATH 1.15	Board	Advisors	CEO Principals/ Headteachers	Annual Safeguarding Report/Training register
G&L	Compliance	Ensure <b>Health &amp; Safety</b> procedures are in place and strictly adhered to	ATH 1.16 - 1.18	Risk & Audit	Advisors CEO CFO CPO COO	CEO Principals/ Headteachers Director of Estates H&S Manager/Leads	Advisors - Dashboard R&A - KPIS/Exec Summary H&S Committees on site (management)
G&L	Compliance	Ensure <b>GDPR requirements</b> are met	GDPR legislation	Risk & Audit	Advisors	COO	Advisors - Dashboard R&A - KPIS/Exec Summary



G&L	Compliance	Manage the <b>school estate</b> strategically and effectively and maintain the estate in a safe working condition.	ATH 1.19	Finance & Resources CEO	Advisors CEO CFO COO	Principals/ Headteachers Director of Estates H&S Manager/Leads	5 year estates condition replacement plan
G&L	Compliance	Setting <b>governance policies</b> (data protection, information sharing, cyber security, Freedom of Information (FOI), code of conduct, complaints, whistleblowing)	ATH 2.40-2.44, 6.15/ATGG policy list	Board	Board	CEO CFO CPO COO	Policies reviewed through agreed review cycles
G&L	Compliance	Setting <b>admissions</b> policies	School Admissions Code	Board	Gov Man	Principals/ Headteachers	Written resolution by Board in Jan for sending to LA by deadline (28 Feb)
G&L	Compliance	Setting <b>other policies</b> (not listed separately)	ATGG policy list	Board	CEO CFO CPO COO	Principals/ Headteachers	Policies reviewed through agreed review cycles
G&L	Compliance	Setting the length and structure of the <b>school day and week</b> .	Academy Trust Governance Guide 7.12	Board	CEO CFO CPO COO	Principals/ Headteachers	As required to Board
G&L	Compliance	Setting <b>uniform and appropriate dress codes</b> for students	Academy Trust Governance Guide 7.16	CEO	Advisors	Principals/ Headteachers	As required to CEO
G&L	Compliance	Establishing <b>controls framework</b>	ATH 2.6	Board	Risk & Audit	Principals/ Headteachers	Audit programme/ Reports
G&L	Compliance	Maintaining <b>risk register</b>	ATH section 2.35- 36	Board	Risk & Audit Gov Man Advisors	CFO Principals/ Headteachers	Risk register monitoring and updating
G&L	Compliance	Managing <b>conflicts of interest</b> and <b>related party transactions</b>	ATH 5.45-5.48	Board	CEO Risk & Audit Advisors	CFO Principals/ Headteachers	Declaration of interests on every agenda plus annual reporting
G&L	Compliance	Ensuring adequate <b>insurance cover</b> is in place Inc. relevant approvals on indemnities	ATH 2.37- 2.39	Board	CEO Risk & Audit Finance Director	CFO	Agenda Item
G&L	Review	Writes an annual self-evaluation form (SEF) or self-assessment report (SAR), as applicable based on previous academic year	n/a	CEO	Advisors	Principals/ Headteachers	SEF or SAR
G&L	Review	Setting <b>safeguarding practices</b> to safeguard and promote the welfare of children including nominating safeguarding lead trustee.	ATH 1.14/KCSiE/ISR	Board	ESC Advisors	Principals/ Headteachers Safeguarding Leads	Policy/Safeguarding link reports/Annual Safeguarding report
G&L	Review	<b>Evaluating governance</b>	ATGG 4.8 & 4.9	Members	CEO Gov Man	Board	Annual internal review Effectiveness audit/development plan
G&L	Review	Appointing <b>external auditor</b>	ATH 4.5- 4.8	Board	Board Risk & Audit Finance Director	CFO	Tendering process every 5 years R&A involved in tender process. Recommend to Board. Members to approve.
G&L	Review	Appointing <b>internal auditor</b>	ATH	Board	Board Risk & Audit Finance Director	CFO	Tendering process every 5 years R&A involved in tender process. Recommend to Board.

F&O	Vision	Uses <b>financial data and intelligence</b> to set a stable, accurate and sustainable long-term financial strategy for the trust. Has a clear approach to delivering value for money through effective budgeting and risk management.	TQD F&O	Board	Board Finance & Resources Finance Director	CFO	Management Accounts to R & A every meeting Financial strategy to F & R every meeting Risk registers to Board annually & to R & A every meeting
F&O	Vision	Ensures the Board has an <b>appropriate skillset</b> which includes having at least one individual with an understanding of finance and ESFA guidance	ATH 1.25	Board	Members CEO CFO	Board Gov Man	Skills report
F&O	Compliance	Ensuring compliance with <b>ESFA requirements</b>	ATH 5.44- 45	Board	Risk & Audit Gov Man	CEO CFO Finance Director	Annual report of changes to ATH/ ATH Musts Report
F&O	Compliance	Evidence efficient and effective <b>use of resources</b> , for example through school and trust resource management benchmarking tools and Integrated Curriculum and Financial Planning	TQD F&O	Finance & Resources	Board	CFO	Management Accounts to F & R every meeting Annual Budgets reviewed by F&R and recommended to Board
F&O	Compliance	Maintains and <b>invests sustainably</b> in the trust's capital infrastructure, including buildings, digital infrastructure and technology.	TQD F&O	Finance & Resources	Board	CFO Finance Director Principals/ Headteachers	SCA reporting/Operations Report
F&O	Compliance	Operates a well-planned <b>reserves policy</b> that provides sufficient contingency for cashflow and any unplanned, urgent expenditure and aligns resources to expenditure priorities across all its schools.	TQD F&O	Board	Finance & Resources	CFO Finance Director Principals/ Headteachers	Applicable policy review
F&O	Compliance	Has <b>strong financial and information management</b> systems with effective oversight, for example ensuring data compliance and having policies and processes in place to minimise risk of fraud, data breaches and financial mismanagement.	TQD F&O	Finance & Resources	Board Finance Director	CFO	Applicable policy review and audit reports
F&O	Compliance	Project <b>spending limits and contracts</b>	tbc	Board CEO CFO as defined in Appendix 1	Finance & Resources	CEO CFO COO	Bespoke report to appropriate meeting
F&O	Compliance	<b>Special payments &amp; transactions</b> - severance, compensations, ex-gratia, write offs, acquisition and disposal of fixed assets & leasing	Academy Trust Handbook 5.7-5.26	Board (plus ESFA where applicable)	Finance & Resources	CEO CFO CPO COO	Bespoke report to appropriate meeting
F&O	Compliance	Approve <b>finance policies</b> (charging and remission/procurement/Finance Regulations)	Academy Trust Handbook section 2.26	Finance & Resources	Finance Director	CFO	Applicable policy review
F&O	Review	<b>Approve budgets</b> which take into account improvement priorities and staffing structure	Academy Trust Handbook sections 2.9- 14	Board	Finance & Resources Finance Director	CEO CFO Principals/ Headteachers	Budget & 3-year plan
F&O	Review	Ensuring the delivery of <b>monthly management accounts</b> and forecast, then managing cash position	Academy Trust Handbook, sections 2.18-2.21	Board	Finance & Resources Finance Director	CEO CFO	Monthly reporting to Chair of Boards/Chair of FRA and relevant reports to meetings
F&O	Review	<b>Investment</b> monitoring	Academy Trust Handbook sections 2.22 & 2.23	Finance & Resources	Finance Director	CFO	Investment update reports
F&O	Review	Monitoring <b>pupil premium</b> spend Inc. <b>year 7 literacy and numeracy catch-up</b> and <b>PE and sport premium</b>	Funding criteria	Principals/ Headteacher	Advisors	Principals/ Headteachers	DfE approved report templates

E & SI	Vision	Defines the Trust vision for delivering <b>high quality and inclusive education</b>	ATGG 1.10				Strategic Plan to Board Teaching and Learning updates to Advisors
E & SI	Vision	Applies the principles of the Trust's <b>6 pillars</b> of effective <b>school improvement</b>	Trust document	CEO	ESC Advisors	Principals/ Headteachers SLT	6 pillars of effective school improvement
E & SI	Vision	Setting trust approach to <b>curriculum and assessment</b> , with regard to statutory requirements	Academy Trust Governance Guide 7.1, TQD for HQ & IE	CEO	ESC CFO COO	Principals/ Headteachers	CEO reports significant changes to the Education Standards Committee
E & SI	Vision	Strategic oversight of <b>relationships with stakeholders</b> . The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.	ATGG 1.10 TQD - HQ & IE	Principals/ Headteacher	Board Advisors	Principals/ Headteachers	Advisory groups meeting summaries feed up to the Board
E & SI	People	Appoint a <b>designated staff member</b> to support the educational achievement of looked-after and previously looked-after children.	ATGG 7.4.3	Principals/ Headteacher	Advisors	Principals/ Headteachers	SEND Annual Report
E & SI	People	Ensure the Board has a nominated <b>SEND lead trustee and SEND Advisor</b>	ATGG 7.4.1	Board Advisors		Gov Man	Summer - Appoint links Autumn - Review links Spring - Report
E & SI	Compliance	Set <b>curriculum policies</b> as required by school(s) (religious education, relationships, sex & health education)	ATGG policy list	Board	CEO CFO COO	Principals/ Headteachers	Policies reviewed through agreed review cycles
E & SI	Compliance	Setting <b>behaviour and welfare</b> policies (behaviour, exclusions) and monitoring implementation	ATGG policy list/ TQD - HQ & IE	Board	ESC CEO	Principals/ Headteachers	Policies reviewed through agreed review cycles Dashboard information
E & SI	Compliance	Ensuring compliance with <b>SEND Code of Practice</b>	SEND Code of Practice; Children and Families Act 2014 TQD - HQ & IE	Principals/ Headteachers	ESC Advisors CEO CFO COO SEND Leads	Principals/ Headteachers	Summary of Compliance
E & SI	Review	Reviews and monitors <b>student attainment, progress and attendance</b> .	n/a	Principals/ Headteachers	ESC Advisors	Principals/ Headteachers	KPI Dashboard
E & SI	Review	Develops and implements <b>School Improvement priorities via QuiPs</b>	TQD - SI	CEO	Advisors	Principals/ Headteachers	QuiPs reviewed at Performance and Outcome Meetings and shared with Advisory Groups Feedback from Advisory groups through meeting summaries. Escalations to ESC.
E & SI	Review	Reviews and monitors that the Trust provides <b>inclusive pastoral support</b>	TQD - HQ & IE	ESC	Advisors CEO	Principals/ Headteachers	KPI Student outcome dashboard shared with ESC
E & SI	Review	Reviews and monitors that the Trust provides <b>EYFS</b> in line with requirements	ATGG 6.2	ESC	Advisors	Principals/ Headteachers	Updates shared with ESC and Advisors
E & SI	Review	Reviews and monitors that the Trust provides quality <b>enrichment</b> opportunities to enhance personal development	TQD - HQ & IE	CEO	Advisors	Principals/ Headteachers SLT	KPI Dashboard content
E & SI	Review	Monitors <b>destinations</b> of school & college leavers to ensure that they are well prepared for the next stage of education, employment or training and prepared to become confident citizens.	TQD - HQ & IE	CEO	ESC Advisors	Principals/ Headteachers	KPI Dashboard content

Work	Vision	Sets expectations for a <b>high-performing working culture</b> for all staff that promotes collaboration, aspiration and support.	TQD - WF	Board	COO	CEO CPO Principals/ Headteachers	People element of Strategic Plan
Work	Vision	Considers <b>workload, retention, working environments, CPD</b> and career <b>progression</b> .	TQD - WF	CEO	Advisors	CPO Principals/ Headteachers	Annual HR Report in December to Board Gender Pay Gap Report in March to Board
Work	Vision	Recognises the critical value of <b>high-quality teaching</b> and <b>champions</b> the profession.	TQD - WF	CEO	Advisors	CPO Principals/	Annual Staff Voice Survey Results
Work	People	Conducts <b>recruitment, appraisal and pay</b> progression (in line with policy) for <b>CEO/COO/CFO</b> - including appointing senior executive leader as Accounting Officer	ATGG 7.17.1 and Academy Trust Handbook, section 2.27- 2.29 ATH 1.38 ATH 1.28	Board		Board (Remuneration Committee)	Remuneration Committee Report to Board
Work	People	<b>Recruitment, appraisal and pay</b> progression (in line with policy) for <b>Principals/Headteachers/Trust Directors /Vice Principals/Assistant Principals/Headteachers</b> within set range as recommended by Remuneration Committee.	As above	CEO	CPO	CEO	Remuneration Committee agree pay range CEO completes appraisal and agrees pay increases
Work	People	Other than those roles specified in the 2 rows above, conducts <b>recruitment appraisal and pay</b> progression (in line with policy)	As above	Principals/ Headteachers	CEO CFO CPO COO		Appeals reporting(as required)
Work	People	Conducts <b>recruitment, appraisal and pay progression</b> (in line with policy) for Governance Manager	As above	CEO	CPO	CEO	
Work	Compliance	Sets <b>HR policies</b> for disciplinary, grievance, capability and recruitment and selection policy)	ATGG 7.17.1 and Academy Trust Handbook, section 2.27- 2.29	CPO	Board	Principals/ Headteachers	Policies reviewed through agreed review cycles Delegated approval to CPO





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