

BOARD OF DIRECTORS' SCHEME OF DELEGATION



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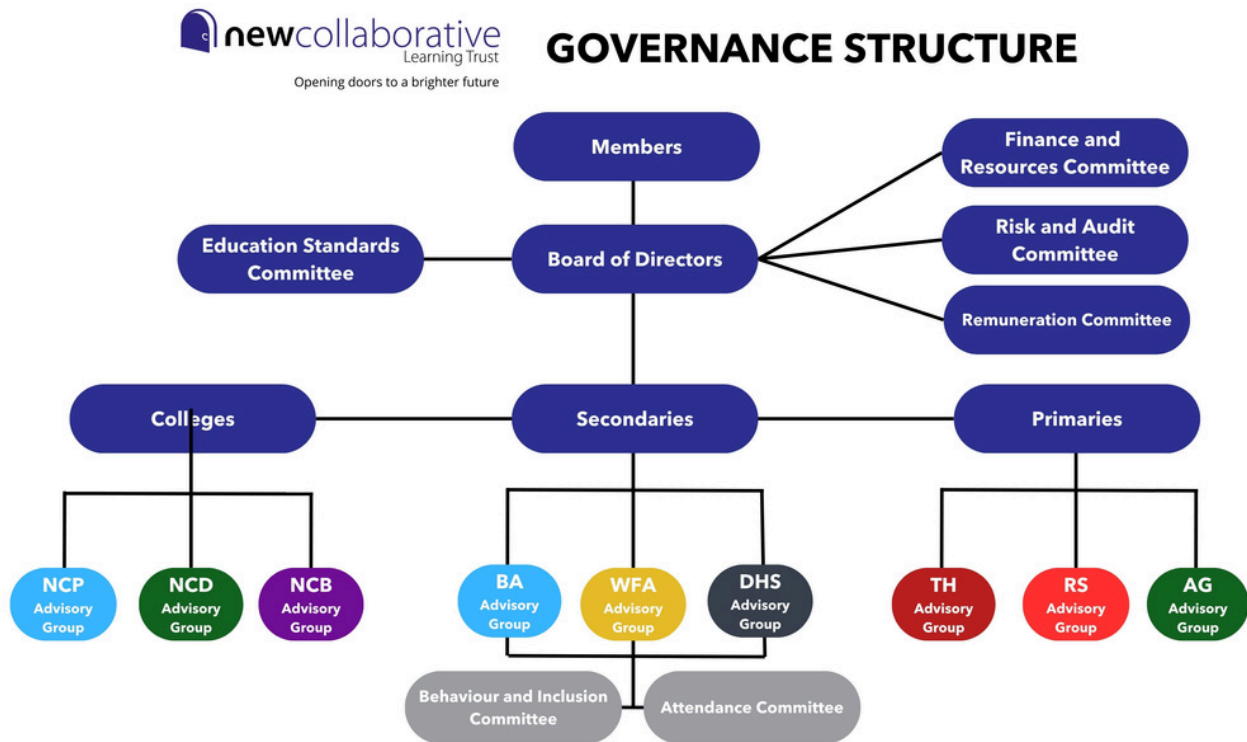
Scheme of Delegation



| | Objective | Statutory Source | Trust Leadership | | | | | | Governance | | | | | Governance Processes | | |
|---|--|---|---------------------------|--------------------|-------------|-------------|---------|---------|-----------------------|---------|-----------|---------|--------------|----------------------|--|--|
| | | | Headteacher/ Principal | Executive Director | CEO | CFO | CoPO | COO | Governance Manager | Members | Directors | Finance | Risk & Audit | | ESC | Advisors |
| High Quality and Inclusive Education and School Improvement | Defines the Trust vision for delivering high quality and inclusive education | ATGG 1.10 | Lead | Lead | Lead | | | | | | | | | | | Strategic Plan to Board |
| | Applies the principles of the Trust's 6 pillars of effective school improvement | Trust document | Lead | Lead | Accountable | | | | | | | | | | | Teaching and Learning updates to Advisors |
| | Setting trust approach to curriculum and assessment , with regard to statutory requirements and data collections | Academy Trust Governance Guide 7.1, TQD for HQ & IE | Lead | Lead | Accountable | Monitor | | Monitor | | | | | | | | 6 pillars of effective school improvement |
| | Strategic oversight of relationships with stakeholders . The board involves parents, schools and communities so that decision-making is supported by meaningful engagement. | ATGG 1.10 TQD - HQ & IE | Lead | Accountable | Monitor | | | Monitor | | | | | | | | CEO reports significant changes to the Education Standards Committee |
| | Appoint a designated staff member to support the educational achievement of looked-after and previously looked-after children. | ATGG 7.4.3 | Lead | Accountable | | | | | | | | | | | | Advisory groups meeting summaries feed up to the Board |
| | Ensure the Board has a nominated SEND lead trustee and SEND Advisor | ATGG 7.4.1 | | | | | | Lead | | | | | | | | SEND/Inclusion Report. |
| | Set curriculum policies as required by school(s) (personal development, religious education, relationships, sex & health education) | DfE policy list | Lead | Accountable | Approve | Monitor | | Monitor | | | | | | | | Summer - Appoint links |
| | Setting behaviour and welfare policies (behaviour, exclusions) and monitoring implementation | DfE policy list/ TQD - HQ & IE | Lead | Accountable | Approve | | | | | | | | | | | Autumn - Review links |
| | Ensuring compliance with SEND Code of Practice | SEND Code of Practice; Children and Families Act 2014 TQD - HQ & IE | Lead | Accountable | Monitor | | Monitor | | | | | | | | | Spring - Report |
| | Reviews and monitors student attainment, progress and attendance . | n/a | Lead | Accountable | Accountable | | | | | | | | | | | Policies reviewed through agreed review cycles |
| | Develops and implements School Improvement priorities via QulPs and systems for quality assurance | TQD - S1 | Lead | Accountable | Approve | | | | | | | | | | | Policies reviewed through agreed review cycles |
| | Reviews and monitors that the Trust provides inclusive pastoral support | TQD - HQ & IE | Lead | Lead | Monitor | | | | | | | | | | | Dashboard information |
| Reviews and monitors that the Trust provides EYFS in line with requirements | ATGG 6.2 | Lead | Accountable | Monitor | | | | | | | | | | | SEND Information Report | |
| Reviews and monitors that the Trust provides quality enrichment opportunities to enhance personal development | TQD - HQ & IE | Lead | Accountable | Monitor | | | | | | | | | | | Monitor KPI Dashboard | |
| Monitors destinations 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 | Lead | Accountable | Monitor | | | | | | | | | | | QulPs reviewed at Performance and Outcome Meetings and shared with Advisory Groups | |
| Finance & Operations | Uses financial data and intelligence 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 | | | Approve | Lead | | | | | | | | | | Feedback from Advisory groups through meeting summaries. Escalations to ESC. |
| | Ensures the Board has an appropriate skillset which includes having at least one individual with an understanding of finance and ESFA guidance | ATH 1.25 | | | Monitor | Monitor | | Lead | Monitor | Monitor | | | | | | KPI Student outcome dashboard shared with ESC |
| | Ensuring compliance with ESFA requirements | ATH 5.44- 45 | | | Lead | Lead | | | | | | | | | | Updates shared with ESC and Advisors - Report from Director of Primary |
| | Evidence efficient and effective use of resources , for example through school and trust resource management benchmarking tools and Integrated Curriculum and Financial Planning within an agreed staffing structure | TQD F&O | | | Approve | Lead | | | | | | | | | | Monitor KPI Dashboard content |
| | Maintains and invests sustainably in the trust's capital infrastructure, including buildings, digital infrastructure and technology. | TQD F&O | Lead | | Approve | Lead | | | | | | | | | | Monitor KPI Dashboard content |
| | Operates a well-planned reserves policy that provides sufficient contingency for cashflow and any unplanned, urgent expenditure and aligns resources to expenditure priorities across all its schools. | TQD F&O | Lead | | Approve | Lead | | | | | | | | | | Monitor KPI Dashboard content |
| | Has strong financial and information management 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 | | | | Lead | | | | | | | | | | Monitor KPI Dashboard content |
| | Project spending limits and contracts | tbc | | | Accountable | Accountable | | Monitor | | | | | | | | Monitor KPI Dashboard content |
| | Special payments & transactions - severance, compensations, ex-gratia, write offs, acquisition and disposal of fixed assets & leasing | Academy Trust Handbook 5.7-5.26 | | | Lead | Lead | | | | | | | | | | Monitor KPI Dashboard content |
| | Approve finance policies (charging and remission/procurement/Finance Regulations) | Academy Trust Handbook section 2.26 | | | | Lead | | | | | | | | | | Monitor KPI Dashboard content |
| | Approve budgets which take into account improvement priorities and staffing structure | Academy Trust Handbook sections 2.9- 14 | Lead | Lead | Approve | Lead | | | | | | | | | | Monitor KPI Dashboard content |
| | Ensuring the delivery of monthly management accounts and forecast, then managing cash position | Academy Trust Handbook, sections 2.18-2.21 | | | Monitor | Lead | | | | | | | | | | Monitor KPI Dashboard content |
| Investment monitoring | Academy Trust Handbook sections 2.22 & 2.23 | | | | Lead | | | | | | | | | | Monitor KPI Dashboard content | |
| Monitoring pupil premium spend Inc. year 7 literacy and numeracy catch-up and PE and sport premium | Funding criteria | Lead | Accountable | | Monitor | | | | | | | | | | Monitor KPI Dashboard content | |

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|--|--|---|-------------|-------------|-------------|---------|---------|---------|-------------|-------------|-------------|--------------------|--|---|
| Governance & Leadership | Setting and championing the Trust's strategy and vision 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 | | | Lead | | | | | Accountable | Monitor | Monitor | Strategic Plan (including vision statement) Relevant sections of plan to go to agreed group | |
| | Ensuring there is a positive culture 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 | Lead | Lead | Lead | | | | | Accountable | | Monitor | Staff and Student voice surveys | |
| | Ensure the Board has a nominated Careers lead trustee and Advisors in Secondary settings have a Careers Link. Optional for colleges. | DfE statutory guidance for Careers | | | | Lead | | | | Accountable | | Monitor | Summer - Appoint links Autumn - Review links Spring - Report As req, using skills report | |
| | Appointing new Trustees/Directors or Members | AOA | | | | Monitor | | | Accountable | | | Monitor for own AG | Governance Structure - SoD and ToR Reviews Appointing individuals - Recommendations to Board | |
| | Establishing a Governance Structure and appointing individuals , incl. Chairs annual appointment, on board committees (Finance and Resources, Risk and Audit, Education and Standards and Advisory Groups) | ATH, section 3.6 | | | | Lead | | | | Accountable | | | Governance Manager updates GIAS monthly or as changes occur | |
| | Provision of information - 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 | | | Monitor | | | | | Accountable | | | Annual Report & Accounts & Management Letter R&A/F&R review in first instance. Board approve. Members note in AGM Advisory Group approval processes | |
| | Producing an annual report and accounts, with regard to accounts consolidation exercises required by DfE | ATH 4.1- 4.4 | Lead | Lead | Lead | Lead | | | | Accountable | Monitor | Monitor | Lead | |
| | Safe organisation and approval of trips & visits | Trust Policy | Lead | Monitor | Monitor | Lead | | | | Accountable | Accountable | | | |
| | Comply with the trust's Articles of Association, charitable objects, with company and charity law | Academy Trust Handbook (ATH) 1.12 | | | | Lead | | | | Accountable | | Monitor | | |
| | Ensuring compliance with equalities legislation and ensures education is accessible to all (e.g. effectively teaches disadvantaged and SEND) | TQD F&O, TQD - HQ & IE | Lead | Lead | Lead | | | | | Accountable | | Monitor | Information | 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 SEND Information Report |
| | Follow the Home Office's 'Revised Prevent duty guidance | ATH 1.15 | Lead | Lead | Lead | | | | | Accountable | | | Information | Annual Safeguarding Report/Training register |
| | Ensure Health & Safety procedures are in place and strictly adhered to | ATH 1.16 - 1.18 | Lead | Lead | Monitor | Lead | | | | | | Accountable | Information | Advisors - Dashboard R&A - KPIS/Exec Summary H&S Committees on site (management) Advisors - Dashboard |
| | Ensure GDPR requirements are met | GDPR legislation | Monitor | Monitor | | | Lead | | | | | Accountable | Information | R&A - KPIS/Exec Summary |
| | Manage the school estate strategically and effectively and maintain the estate in a safe working condition. | ATH 1.19 | Lead | | Monitor | Lead | | Monitor | | | Accountable | | | Annual Estates Report, incl SCA funding to F&R, Estates Strategy |
| | Setting governance policies (data protection, information sharing, cyber security, Freedom of Information (FOI), code of conduct, complaints, whistleblowing) | ATH 2.40-2.44, 6.15/DfE Policy list | | | Lead | Lead | Lead | Lead | | Accountable | | | | Policies reviewed through agreed review cycles |
| | Setting admissions policies | School Admissions Code | Lead | Lead | Approve | | | | Monitor | Accountable | | | | Written resolution by Board in Jan for sending to LA by deadline (28 Feb) As required |
| | Admit or refuse a school place for in-year admission applications. Setting other policies (not listed separately) Setting the length and structure of the school day and week . | DfE policy list Academy Trust Governance Guide 7.13 | Lead | Accountable | Approve | Approve | Approve | Approve | | Accountable | | | | Policies reviewed through agreed review cycles As required to Board |
| Setting uniform and appropriate dress codes for students | Academy Trust Governance Guide 7.16 | Lead | Lead | Approve | | | | | | | | | | |
| Establishing controls framework Maintaining risk register | ATH 2.6 ATH section 2.35- 36 | Monitor | Lead | Monitor | Lead | | | Monitor | Accountable | | Monitor | Information | Audit programme/ Reports Risk register dashboard Risk register monitoring and updating | |
| Managing conflicts of interest and related party transactions - including appointment information | ATH 5.45-5.48 | Monitor | Monitor | Monitor | Lead | | Monitor | Lead | Accountable | | Monitor | Monitor | Declaration of interests on every agenda plus annual reporting | |
| Ensuring adequate insurance cover is in place Inc. relevant approvals on indemnities | ATH 2.37- 2.39 | | | Monitor | Lead | | | | Accountable | | Monitor | | Agenda Item | |
| Writes an annual self-evaluation form (SEF) or self-assessment report (SAR), as applicable based on previous academic year | n/a | Lead | Accountable | Approve | | | | | | | | Monitor | SEF or SAR | |
| Setting safeguarding practices to safeguard and promote the welfare of children including nominating safeguarding lead trustee. | ATH 1.14/KCSIE/ISR | Lead | Lead | Accountable | | | | | Accountable | | Monitor | Monitor | Policy/Safeguarding link reports/Annual Safeguarding report | |
| Evaluating governance | ATGG 4.8 & 4.9 | | | Monitor | | | | Lead | Accountable | Lead | | Monitor | Annual internal review Skills/effectiveness/training audit/development plan | |
| Appointing external auditor | ATH 4.5- 4.8 | | | | Lead | | | | Accountable | Monitor | Monitor | | Tendering process every 5 years R&A involved in tender process. Recommend to Board. Members to approve. | |
| Appointing internal auditor | ATH | | | | Lead | | | | Accountable | | Monitor | | Tendering process every 5 years R&A involved in tender process. Recommend to Board. | |
| Workforce | Sets expectations for a high-performing working culture for all staff that promotes collaboration, aspiration and support. | TQD - WF | Lead | Lead | Accountable | Lead | | | | Accountable | | | People element of Strategic Plan | |
| | Considers workload, retention, working environments, CPD and career progression . | TQD - WF | Lead | Lead | Accountable | Lead | Lead | Lead | | Monitor | | Information | Annual HR Report in December to Board*see notes re remaining items Gender Pay Gap Report in March to Board | |
| | Recognises the critical value of high-quality teaching and champions the profession. | TQD - WF | Lead | Lead | Accountable | Lead | | | | | | Monitor | Annual Staff Voice Survey Results | |
| | Conducts recruitment, appraisal and pay progression (in line with policy) for CEO/COO/CFD - 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 | | | | | cheme | | | Accountable | | | Remuneration Committee Report to Board | |
| | Recruitment, appraisal and pay progression (in line with policy) for Principals/Headteachers/Trust Directors /Vice Principals/Assistant Principals/Headteachers within set range as recommended by Remuneration Committee. | As above | Lead | Lead | Accountable | | | | Monitor | | | | Remuneration Committee agree pay range CEO completes appraisal and agrees pay increases Any key appointments to be sent to Board and relevant AGs, for information | |
| | Other than those roles specified in the 2 rows above, conducts recruitment appraisal and pay progression (in line with policy) | As above | Lead | Accountable | Monitor | Monitor | Monitor | Monitor | | | | | | |
| | Conducts recruitment, appraisal and pay progression (in line with policy) for Governance Manager | As above | | | FALSE | | | | Monitor | | | | | |
| Sets HR policies for disciplinary, grievance, capability and recruitment and selection policy) | ATGG 7.17.1 and Academy Trust Handbook, section 2.27- 2.29 | Lead | | Approve | Accountable | Approve | | | Monitor | | | | Policies reviewed through agreed review cycles Delegated approval to CPO | |

PURPOSE & BOARD STRUCTURE

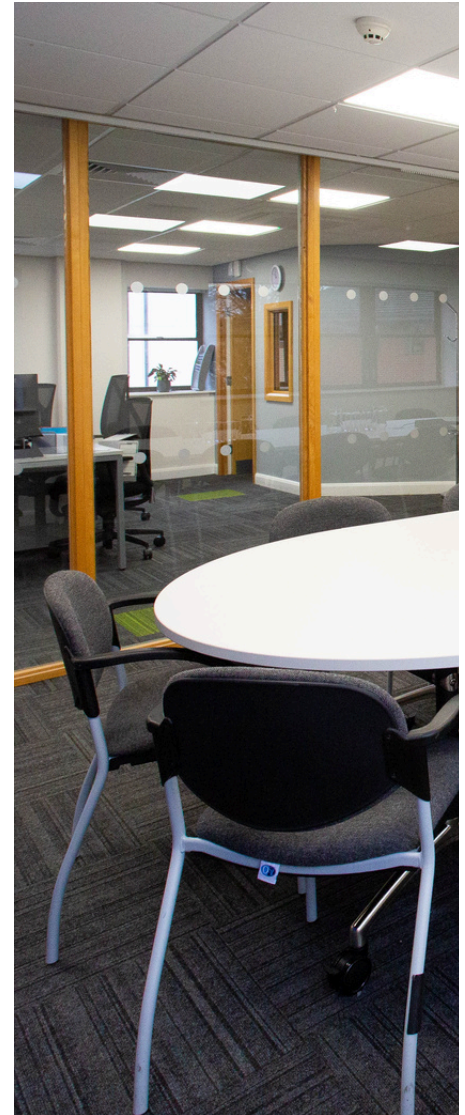


The Academy Trust is the legal entity with the board having collective accountability and responsibility for the Academy Trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements.

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.





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