

BOARD OF DIRECTORS' SCHEME OF DELEGATION



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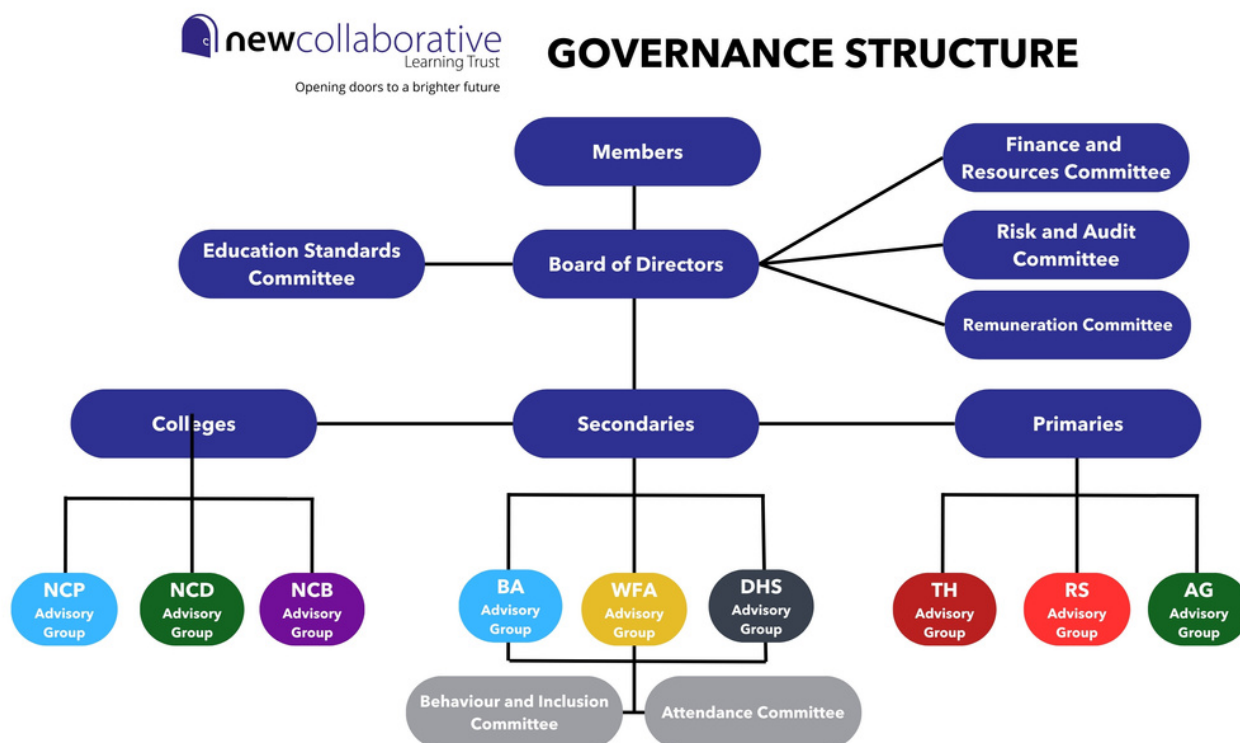
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Scheme of Delegation														
Objective	Statutory Source	Trust Leadership					Governance Manager	Governance					Advisors	Governance Processes
		Headteacher/Principal	Executive Director	CEO	CFO	CoPO	COO	Members	Directors	Finance	Risk & Audit	ESC		
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 Teaching and Learning updates to Advisors 6 pillars of effective school improvement
	Applies the principles of the Trust's 6 pillars of effective school improvement Setting trust approach to curriculum and assessment , with regard to statutory requirements and data collections	Trust document Academy Trust Governance Guide 7.1, TQD for HQ & IE	Lead	Lead	Accountable							Monitor		CEO reports significant changes to the Education Standards Committee
	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	Lead	Accountable	Monitor						Monitor		
	Appoint a designated staff member to support the educational achievement of looked-after and previously looked-after children.	ATGG 7.4.3	Lead	Accountable									Monitor	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					Information	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			Accountable				Monitor	Summer - Appoint links Autumn - Review links Spring - Report
	Setting behaviour and welfare policies (behaviour, exclusions) and monitoring implementation	DfE policy list/ TQD - HQ & IE	Lead	Accountable	Approve				Accountable			Monitor	Monitor	Policies reviewed through agreed review cycles
	Ensuring compliance with SEND Code of Practice	SEND Code of Practice; Children and Families Act 2014 TQD - HQ & IE	Lead	Accountable	Monitor							Monitor	Monitor	Policies reviewed through agreed review cycles Dashboard information
	Reviews and monitors student attainment, progress and attendance .	n/a	Lead	Accountable	Accountable							Monitor	Monitor	SEND Information Report
	Develops and implements School Improvement priorities via QulPs and systems for quality assurance	TQD - SI	Lead	Accountable	Approve								Monitor	KPI Dashboard
	Reviews and monitors that the Trust provides inclusive pastoral support	TQD - HQ & IE	Lead	Lead	Monitor							Accountable	Monitor	QulPs reviewed at Performance and Outcome Meetings and shared with Advisory Groups
	Reviews and monitors that the Trust provides EYFS in line with requirements	ATGG 6.2	Lead	Accountable	Monitor							Accountable	Information	Feedback from Advisory groups through meeting summaries. Escalations to ESC.
	Reviews and monitors that the Trust provides quality enrichment opportunities to enhance personal development	TQD - HQ & IE	Lead	Accountable	Monitor								Monitor	KPI Student outcome dashboard shared with ESC.
	Monitor compliance with new food standards	ATH 7.10	Lead	Accountable										Updates shared with ESC and Advisors - Report from Director of Primary
Finance & Operations	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							Monitor	Monitor	KPI Dashboard content
	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								
	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					Skills report
	Ensuring compliance with ESFA requirements	ATH 5.44- 45			Lead	Lead						Monitor		Annual report of changes to ATH/ ATH Musts Report
	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	Accountable	Management Accounts to F & R every meeting Annual Budgets reviewed by F&R and recommended to Board
	Maintains and invests sustainably in the trust's capital infrastructure, including buildings, digital infrastructure and technology.	TQD F&O	Lead		Approve	Lead						Monitor	Accountable	SCA reporting/Operations Report/Climate Action Plan
	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						Accountable	Monitor	Applicable policy review
	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										Monitor	Accountable	Applicable policy review and audit reports
	Project spending limits and contracts	tbc			Accountable	Accountable	Monitor					Accountable	Monitor	Bespoke report to appropriate meeting
	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						Accountable	Monitor	Bespoke report to appropriate meeting
	Approve finance policies (charging and remission/procurement/Finance Regulations)	Academy Trust Handbook section 2.26											Accountable	Applicable policy review
	Approve budgets which take into account improvement priorities and staffing structure	Academy Trust Handbook sections 2.9- 14	Lead	Lead	Approve	Lead						Accountable	Monitor	Budget & 3-year plan
	Ensuring the delivery of monthly management accounts and forecast, then managing cash position	Academy Trust Handbook, sections 2.18-2.21			Monitor	Lead						Accountable	Monitor	Monthly reporting to Chair of Boards/Chair of FRA and relevant reports to meetings
	Investment monitoring	Academy Trust Handbook sections 2.22 & 2.23											Accountable	Investment update reports
	Monitoring pupil premium spend Inc. year 7 literacy and numeracy catch-up and PE and sport premium	Funding criteria	Lead	Accountable			Monitor						Information	DfE approved report templates
	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	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				Monitor	Monitor for own AG	Summer - Appoint links Autumn - Review links Spring - Report
	Appointing new Trustees/Directors or Members	AoA						Monitor	Accountable					As req, using skills report

Governance & Leadership	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 Structure - SoD and ToR Reviews
	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				Lead		Accountable						Appointing individuals - Recommendations to Board
	External audit oversight and findings Assess the effectiveness and resources of the external auditor Producing an annual report and accounts, with regard to accounts consolidation exercises required by DfE.	ATH 4.15 ATH 4.15 ATH 4.1- 4.4					Lead	Lead			Accountable		Monitor	Monitor			Governance Manager updates GIAS monthly or as changes occur
	Safe organisation and approval of trips & visits Comply with the trust's Articles of Association, charitable objects, with company and charity law	Trust Policy Academy Trust Handbook (ATH) 1.12	Lead	Monitor	Monitor		Lead				Accountable		Accountable	Monitor	Lead		Review the external auditor's plan (strategy report) each year Auditors effectiveness report Annual Report & Accounts & Management Letter R&A / F&R review in first instance. Board approve. Members note in AGM Advisory Group approval processes
	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		Monitor		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)
	Ensure GDPR requirements are met	GDPR legislation	Monitor	Monitor					Lead						Accountable	Information	Advisors - Dashboard 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)
	Admit or refuse a school place for in-year admission applications.		Lead	Accountable								Accountable					As required
	Setting other policies (not listed separately)	DfE policy list	Lead	Lead	Approve	Approve	Approve	Approve				Accountable					Policies reviewed through agreed review cycles
	Setting the length and structure of the school day and week .	Academy Trust Governance Guide 7.13	Lead	Lead	Approve							Accountable					As required to Board
	Setting uniform and appropriate dress codes for students	Academy Trust Governance Guide 7.16	Lead	Lead	Approve												
	Establishing controls framework	ATH 2.6				Lead	Lead					Accountable		Monitor		Information	Audit programme/ Reports
	Maintaining risk register	ATH section 2.35- 36	Monitor	Lead	Monitor		Lead			Monitor		Accountable		Monitor		Information	Risk register dashboard Risk register monitoring and updating
	Managing conflicts of interest and related party transactions - including apointment 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 updates/Annual Safeguarding report/mid-year update
	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/CFO - 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										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			Lead		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

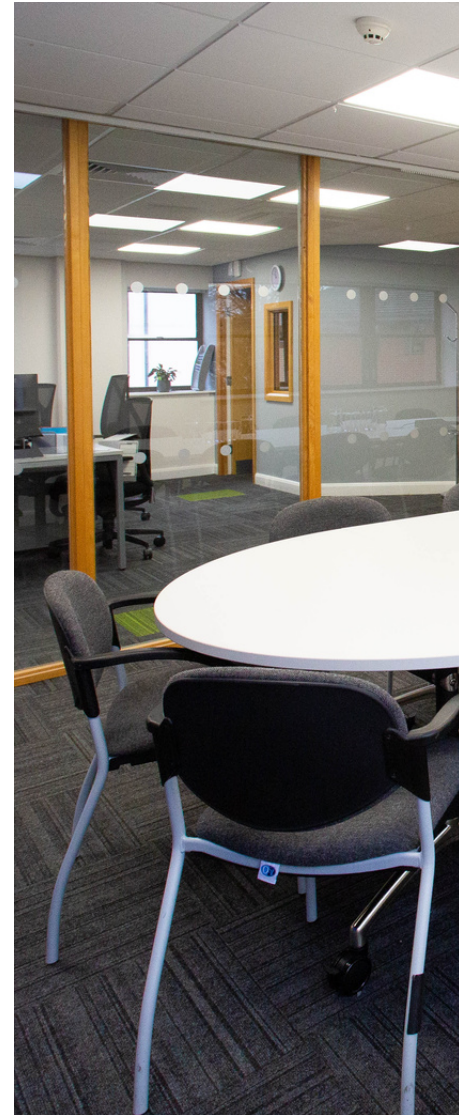


The Academy Trust is the legal entity with the board having collective accountability and responsibility for the Academy Trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements.

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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