

North Carr Collaborative Academy Trust - Scheme of Delegation

Effective date: 1.4.16

1. Introduction

- 1.1. This Scheme of Delegation applies to all academies run by the Company (governance structure - Annex 2).
- 1.2. The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice. Under the Trust's Articles of Association the Trustees control the management and administration. It has responsibility for directing its affairs, and for ensuring that it is solvent, well-run, and delivering the Trust's charitable objects for the benefit of the public.
- 1.3. In order to discharge these responsibilities, the Trustees appoint people who are more locally based to serve on committees (the "Local Governing Bodies") which are established to ensure the good governance of the individual academies. The Local Governing Bodies are committees established by the Trustees and are at all times subject to any directions the Trustees may give. The terms of this delegation may be altered, suspended or withdrawn by the Trustees.
- 1.4. This Scheme of Delegation explain the ways in which the Trustees fulfil their responsibilities for the leadership and management of the academies, the respective roles and responsibilities of the Trustees, Governors of the Local Governing Bodies and the Principal/Head of School and the commitment to each other to ensure the success of each academy.
- 1.5. It is intended that a Local Governing Body shall be established for each Academy. For the avoidance of doubt a Local Governing Body may be delegated responsibility for more than one academy.
- 1.6. The levels of delegation are as follows:
 - Board of Trustees (including any committees)
 - Local Governing Bodies
 - Executive Principal/CEO
 - Principal / Head of School
- 1.7. Certain decisions and actions in respect of the Company and the academies are reserved to the Trustees. In general terms responsibility for the strategy, management and operations for each academy will be delegated to a Local Governing Body.
- 1.8. This Scheme of Delegation has been put in place by the Trustees from the effective date in accordance with the provisions of the Company's Articles of Association (the "Articles") and it should be read in conjunction with those Articles. References in this Scheme to numbered Articles are to the relevant clause of the Articles.
- 1.9. The majority of delegations in the document are in relation to the financial affairs of the Trust and this document should be used in conjunction with the Financial Regulations of the Trust, Financial Procedures of the individual academies and the Academies Financial Handbook. Other delegations include:
 - Strategy and Leadership
 - HR/Staffing
 - Education
 - Asset Management

- Estates

2. **Ethos and Trust Commitment**

- 2.1. The commitment of the Company is to ***Achieve more together.*** We recognise that one size does not fit all. All schools have their own 'uniqueness', but the **core values** of every school within North Carr Collaborative Academy Trust are shared:
- Children come first
 - All learners are encouraged, supported and challenged to be the best they can be
 - Schools are welcoming, safe and happy places
 - All staff are committed to raising standards
 - All schools are committed to 'Systems Leadership' ie having a positive impact on the lives and life chances of children within and beyond our own school
- 2.2. Each academy will have its own mission/vision set by the Trustees which the Local Governing Body will implement.
- 2.3. Academies within the Company will work with each other in a co-operative and supportive manner; sharing expertise and specialisms. Academies within the Company will engage with other local schools and partners in order to ensure the best possible provision for children and families within a community.

3. **Conflicts**

- 3.1. In the event of any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

4. **Annual review**

- 4.1. The Scheme of Delegation shall operate from the Effective Date and shall in respect of each Academy.
- 4.2. The Trustees will have absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provision of it.
- 4.3. In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the Local Governing Bodies.

Summary of delegated decision making authorities

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			Dir	LG	Pr	Dir	LG	Pr		
Finance	1.1	Recommend individual academy budget plan for approval to the Board		*		*				LGB/Principal to draft for approval
	1.2	Approve individual and consolidated budgets by 23.6 each year	*			*				
	1.3	Receive and review academy monthly management accounts compiling of Income and Expenditure account, Balance sheet and termly, Aged debtors/creditor, VAT, Petty cash, correlation between planning tool and finance package		*	*		*	*		

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			Dir	LG	Pr	Dir	LG	Pr		
	1.4	Receive and review Trust consolidated termly management accounts compiling of Income and Expenditure account, Balance sheet, Aged debtors/creditor, VAT, Petty cash, correlation between planning tool and finance package	*			*				
	1.5	Investigate financial irregularities and report to the Board		*		*				Board most determine course of action on receipt of report
	1.6	Agree contracts, any new bank accounts and make payments Trust wide or not relating to an academy	*			*				

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			Dir	LG	Pr	Dir	LG	Pr		
	1.7a	Make payments / agree contracts or virements – Bude - Up to £10k (A) - £10-20k (B) - £20k+ (C)	*	B=© C=LGB	A					Limits on authorities are contained in the agreed terms of reference for each Academy © = Committee
	1.7b	Make payments / agree contracts or virements – Highlands - Up to £25k (A) - £25-45k (B) - £45-65k (C) - £65k+ (D)	D	B=© C=LGB	A + CoG					
	17.c	Make payments / agree contracts or virements – KWPPS - Up to £15k (A) - £15-25k (B) - £25k+ (C)				C	B	A+ CoG	A	
	1.8	Approve charging & remissions policy in school		*			*	*		

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			Dir	LG	Pr	Dir	LG	Pr		
	1.9	Approve charging policy Trust level (if applicable)	*			*				
	1.10	Review and agree scheme of delegation annually	*			*				
	1.11	Appoint auditors	*			*				
	1.12	Appoint Responsible Officer (if required)	*			*				
	1.13	Appoint an Accounting Officer for NCCAT	*							
	1.14	Ensure Pupil Premium funding is used to raise achievement of disadvantaged pupils	*	*		*	*			
	1.15	Approval of the trust's Financial Regulations/Procedures Manual and all financial policies	*			*				Approval of local financial regulations done at LGB level

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			Dir	LG	Pr	Dir	LG	Pr		
	1.16	Review the Financial Management Software for suitability as the Trust changes over time and ensure it remains suitable. Make recommendations to BoT if considered no longer fit for purpose.							*	
	1.17	Approval of year end consolidated statutory accounts	*			*				
	1.18	Review of year end outturn figures from individual academies for inclusion in year end consolidated year end accounts		*			*			
	1.19	Prepare the annual report including commentary and ensure its adherence to the EFA Academies Accounts Direction							*	
	1.20	Preparation of year end consolidated statutory accounts (with Trust Business Manager/Accountants)			*			*		Led by CEO

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			Dir	LG	Pr	Dir	LG	Pr		
	1.21	Prepare for annual audit and pension audit and ensure all working papers and supporting documentation is readily available (with Trust Business Manager)			*			*		Done at individual school level
	1.22	Receive External Audit Management Letter and findings report	*			*				
	1.23	Recommend the appointment of External and Internal Auditors			*			*		Led by CEO
	1.24	Appoint External and Internal Auditors	*			*				
	1.25	Receive Responsible Officer reports and report action points and academy response to Accounting Officer / BoT	*	*	*	*	*	*		
	1.26	Ensure all points raised from Annual Audit Management Report are actioned	*			*				
	1.27	Approve any central school support charge	*			*				
	1.28	Approve procurement policy	*			*				

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			Dir	LG	Pr	Dir	LG	Pr		
	1.29	Monitor purchasing regulations to ensure compliance by academies		*	*		*	*		CEO to do half termly AO checks through meets with each academy
	1.30	Review contracts on an ongoing basis (and as part of ensuring the Trust/academies continues to achieve "best value")		*	*		*	*		
	1.31	Ensure all academy contracts and SLA's are reviewed where appropriate and recommendations for Best Value with each contract is made to the BoT			*			*		
	1.32	Ensure compliance with the financial procedures and procurement policies at an individual academy level		*	*		*	*		
	1.33	Ensure the arrangements for insurance cover are adequate and in place	*			*				

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			Dir	LG	Pr	Dir	LG	Pr		
	1.34	Undertake an assessment for risk management for insurance purposes for the Trust		*			*			Board to have sight of the assessment. To be checked via the H&S Link Governors

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			Dir	LG	Pr	Dir	LG	Pr		
Assets	2.1	Approval of capitalisation limits and depreciation policy for the Trust	*			*				
	2.2	Ensure all assets purchased are recorded on a Fixed Asset Register, marked as Trust property and existence confirmed on an annual basis.			*			*		
	2.3	Ensure all instances of loss/theft are notified to the Trust Executive Principal to ensure compliance with the Academies Financial Handbook reporting requirements.			*			*		

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			Dir	LG	Pr	Dir	LG	Pr		
	2.4	Ensure disposals of assets are in line with the Fixed Asset Management Policy		*	*		*	*		
	2.5	Disposal of land and buildings	*			*				
	2.6	Produce and maintain individual academy risk registers and report to LGB at each meeting			*			*		
	2.7	Maintain a Corporate Risk Register, reporting all high risks regularly to BoT and action taken			*			*		

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Estates	3.1	Responsible for the maintenance and upkeep of the academy properties		*	*		*	*		
	3.2	Ensure building and grounds remain Health & Safety compliant, reporting any issues to the CEO		*	*		*	*		
	3.3	Ensure any third party usage on site has appropriate insurance and first aid cover			*			*		
	3.4	Security of academy site			*			*		
	3.5	Prepare and implement Health and Safety Policy			*			*		
	3.6	Monitor and evaluate the implementation of the Health and Safety Policy		*			*			

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			Dir	LG	Pr	Dir	LG	Pr		
Staffing	4.1	Determine staffing structure school level		*		*				LGB/Pr to recommend for approval
	4.2	Determine staffing structure trust level	*			*				
	4.3	Determine dismissal payments and agree early retirements		*		*				EFA consent may be required to ex- gratia payments
	4.4	Determine all HR/personnel policies and procedures	*			*				See Annex 1
	4.5	Agree general employment terms and conditions (not an individual's pay/package) for staff	*			*				
	4.6	Appoint the Principal	*			*				
	4.7	Appoint leadership staff		*		*				
	4.8	Appoint teaching staff		*		*			*	
	4.9	Award TLR points			*	*			*	
	4.10	Appoint support staff		*		*			*	
	4.11	Set staff pay/packages (leadership and support staff)		*		*				

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	4.12	Set the Principals' pay/package(s)		*		*				Trustees retain a key role in performance management of Principals.
	4.13	Dismiss the Principal	*			*				
	4.14	Dismiss other staff						*		Delegated to CEO for both
	4.15	Suspend the Principal	*			*				Advice from LGB will be sought.
	4.16	Suspend other staff			*			*		LGB to be informed.
	4.17	End suspension of the Principal.	*			*				LGB to be informed.
	4.18	End suspension of other staff			*			*		LGB to be informed.
	4.19	Development and approval of staff, pay and recruitment policies	*			*				
	4.20	Appointment of staff in to new roles outside those agreed in the staffing structure	*			*				
	4.21	Consultation with TU's			*			*	*	
	4.22	Authorise leave of absence for academy staff			*			*	*	

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
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	4.23	Manage capability/appeals		*	*		*	*		
Appraisal	4.24	Approve and keep under review appraisal policy (linked with pay and capability policies)	*			*				
	4.25	Implement the appraisal and capability process in relation to the Principal		*		*				LGB involvement for supported schools. LGB will lead the process for non-supported schools but subject to any directions from the Trustees
	4.26	Implement the appraisal and capability process in relation to other staff			*			*		

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
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Education Standards	5.1a	Set challenging pupil progress targets (school level)			*			*		LGBs to maintain oversight
	5.1b	Set challenging pupil progress targets (cohort level)			*			*		
	5.1c	Set challenging pupil progress targets (individual level)			*			*		

Area	Ref	Decision-making authority / Responsibility	Non-Supported Academies			Supported Academies			CEO Approval	Notes
			Dir	LG	Pr	Dir	LG	Pr		
	5.2a	Monitor pupil progress against targets (school level)	*	*	*	*	*	*		
	5.2b	Monitor pupil progress against targets (cohort level)		*		*				
	5.2c	Monitor pupil progress against targets (individual level)			*			*		
	5.3	Evaluate the academy's impact on pupil progress against targets	*	*		*	*			
Education Curriculum and Quality of Provision	6.1	Agree curriculum		*	*	*	*	*		Trustees can give directions to the Principals.
	6.2	Ensure agreed curriculum is taught			*			*		
	6.3	Evaluate impact of curriculum		*	*		*	*		Trustees can give directions to the Principals
	6.4	Monitor the quality of teaching			*			*		Trustees can give directions to the Principals
	6.5	Improve the quality of teaching			*			*		
	6.6	Ensure all students make progress			*			*		Trustees can give directions to the Principals

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Education School Improvement	7.1a	Prepare an improvement plan, including SMART objectives and resource implications			*			*		
	7.1b	Approve the improvement plan		*		*	*			
	7.2	Evaluate the impact of the improvement plan and overall academy performance	*	*		*	*			
	7.3	Contribute to self-evaluation	*	*	*	*	*	*		
	7.4	Ensure all Directors and Governors are appropriately trained in education and school improvement matters.	*		*	*		*		
	7.5	Pupil Premium – review and challenge the value for money/return on investment of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap.		*	*		*	*		

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Education School Organisation	8.1	Set times of school day and term dates	*			*				
	8.2	Ensure the academy opens for 380 sessions per year	*			*				
	8.3	Ensure all statutory education policies are in place			*			*		
	8.4	Make sure all children and young people are safeguarded across the Trust and academy	*	*	*	*	*	*		
Information for Parents	9.1	Provide parents with written reports on their child's achievement			*			*		

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Behaviour attendance and Conduct	11.1	Establish company-wide code of conduct for staff	*			*				
	11.2	Establish and keep under review academy behavior policy for pupils			*			*		

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	11.3	Implement academy behavior policy for pupils			*			*		
	11.4	Monitor impact of academy behavior policy for pupils		*	*		*	*		
	11.5	Monitor student attendance on a half termly basis. Report to governors and publish data on the academy website		*			*			
Exclusions	12.1	Permanently exclude a pupil			*			*		
	12.2	Review the decision to permanently exclude a pupil		*			*			Not fewer than 3 governors from any of the schools within the MAT
	12.3	Direct reinstatement of a pupil		*			*			

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Admissions	13.1	Consult annually on school Admissions Policy Agree any amends to school admissions policies		*			*			
			*			*				
	13.2	Admissions policy to the nursery to be reviewed and approved annually	*			*				

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Collective Worship / SMSC	14.1	Ensure statutory requirements are met		*			*			
Supported Academies	15.1	Assess whether an academy requires support in one or more areas	*			*				
Policies for approval	16.1	Policies to be approved by the Board – separate list	*			*				

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Local Governing Bodies	17.1	Appoint/remove governors	*			*				
	17.2	Appoint/remove the Chair/Vice Chair of Governors	*	*		*	*			LGBs to recommend appointments – BoT to ratify BoT to remove
	17.3	Appoint/dismiss the Clerk to Governors	*			*				
	17.4	Maintenance of a Register of Business Interests for all Trustees and Governors and senior staff involved in decision making of the awarding of contracts etc . Put in place a procedure to deal with any conflicts of interest.		*			*			
Local Governing Bodies	17.5	Ensure potential conflicts of interest (pecuniary/personal) are declared and recorded at each meeting		*			*			
	17.6	Agree scheme of delegation	*			*				In relation to a particular academy

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	17.7	Hold a meeting of the local governing body at least once per term		*			*			
	17.8	Approve a scheme for paying governors' allowances	*			*				
Website	18.1	Include legal disclosures on corporate website(s)	*			*				
	18.2	Publish required information relating to the academy on academy website		*			*			
Strategy & Leadership	19.1	Set trust development plan	*			*				
	19.2	Review and challenge progress of the Trust against its objectives and KPI's	*			*				
	19.3	Ensure compliance with all regulations and obligations under the Financial Handbook, charity, company and education law	*	*	*	*	*	*		

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	19.4a	Appointment of new Trustees (including ensuring that the Trustees have the necessary professional skills to run the Trust).								Trust Member responsibility
	19.4b	Appointment of new governors to the LGB	*			*				
	19.5	Appointment of Clerk – Board and LGBs	*			*				
	19.6	Prepare terms of reference for LGBs and Committees	*			*				
	19.7	Training programme for Directors and Governors	*		*	*		*		

Note that the CEO of the Company can act on behalf of the Trustees or Company in taking on any of the duties delegated should the need arise.

Adopted by NCCAT Board of Trustees on

Chair of NCCAT Board of Trustees