



Scheme of Delegation

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Version: 1.1

Control Sheet

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Policy owner	Chief Executive Officer
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Trust Board link role	Chair of Finance and General Purposes Committee

Document History:			
Version	Date of review	Author	Note of Revisions
1.0	May 2022	Senior Business & Governance Support Officer	Updated to reflect the change of name of the Trust
1.1	July 2023	CEO & COO	Updated to ensure consistency of current terminology and to address wording around gender specific pronouns, as requested by Board members

Vision

We place students at the centre of everything we do. Through collaboration, every aspect of our work is of high quality. Our academies deliver an ambitious and inclusive curriculum. This enables all students to have high aspirations and excel academically and socially.

Values

Our vision is underpinned by our core values:

Shared Expectations – The One Trust Rule

Every student and adult is expected to behave in a responsible manner both to themselves and others, showing consideration, courtesy and respect for other people and their wellbeing at all times.

Leadership – Leaders help themselves and others to do the right thing. We firmly believe that all students and staff within our Trust are leaders.

Excellence – We are a Trust that strives to achieve excellence in academic, sporting and artistic pursuits.

Integrity – We are honest and driven by a clear moral purpose. Acting with integrity means we strive to do the right thing at all times.

Kindness – We value being kind to one another, using our manners and being considerate of each other's feelings.

Inclusivity – All students are welcomed into our classrooms and their uniqueness is celebrated. We have high aspirations for all students: no groups or individuals will be left behind.

Humility – We are humble in both success and failure. We acknowledge that our successes are achieved through the hard work of our students, parents, teachers and community.

Together – We believe that the Trust is stronger together and that collaboration is always more effective than competition.

Reflectiveness – We value reflection as a way to achieve improvement. We believe in inspiring all our learners to question, research, engage and therefore thrive.

Northern Leaders Trust believes that schools improve when everyone in a school has the permission and support to be a leader. Trust support comes from the bespoke application of the IMPACT school improvement strategy:

I nspirational leadership

We are relentless in our quest to remove all barriers to students' learning. We ensure that the vision and values of our Trust are 'lived' by the school community.

M eticulous about outcomes

We focus on improving a wide range of academic and social outcomes. We ensure no stone is left unturned in our quest for all students to progress from our Trust with the appropriate qualifications and interpersonal skills they need to have a successful future.

P ositive attitudes to learning

Our academies create a culture where success is celebrated, and students want to attend and give their best in every lesson. We also celebrate achievements outside of the core school day.

A ccountability and compliance

We embrace our accountability. We acknowledge responsibility for the decisions we make and the actions we take.

C urriculum and teaching

All students, regardless of ability, have equal access to a broad and balanced curriculum. Through the Trust model for GREAT teaching, all teachers work collaboratively to ensure every minute of every lesson is focused on students making exceptional progress.

T ogether we're better

All members of the Trust community understand that working together makes us stronger. Meaningful collaboration improves all aspects of our work and ultimately leads to a better quality of education for all students. All staff members freely share their time and knowledge to help one another.

Introduction

Northern Leaders Academy Trust is a multi-academy trust (MAT), so the Board of Trustees is accountable in law for all major decisions about our academies. However, this does not mean that the Board is required to carry out all the Trust's governance functions - many are delegated, including to the CEO, the Board's sub-committees or an academy's local governing board (LGB).

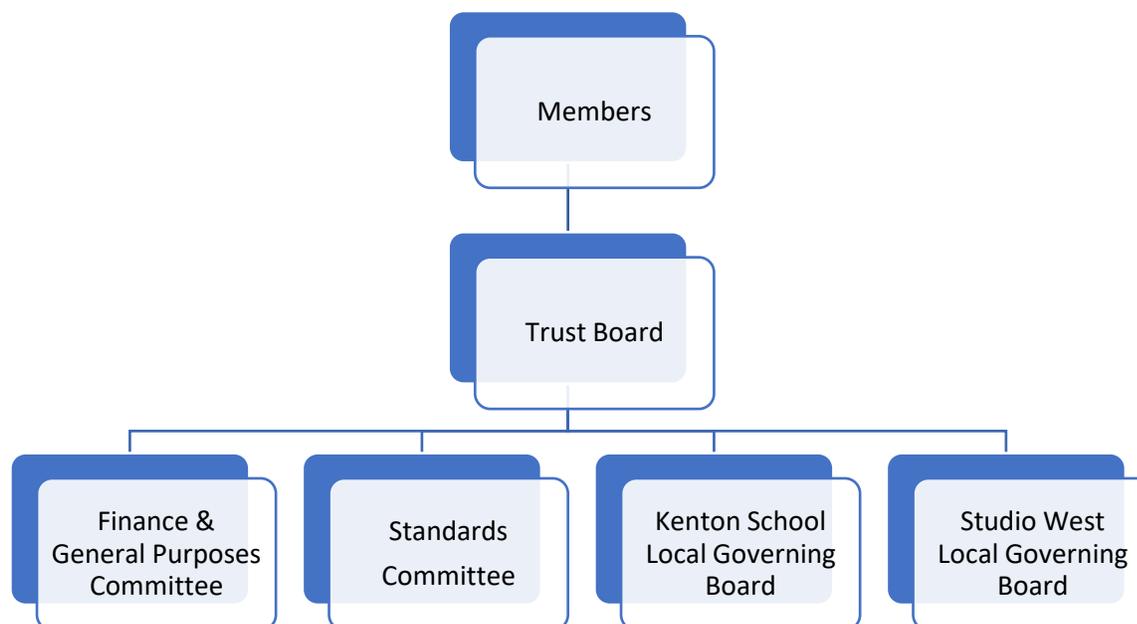
Our scheme of delegation (SoD) is the key document defining the lines of responsibility and accountability in our MAT. It is our way of ensuring that the members, trustees, executive leaders and academy principals are all clear about their roles and responsibilities.

Each of our academies has a local governing board, which is in fact a sub-committee appointed by the Board. Academy LGB functions are different from those of a maintained school governing board; the Board has the power to appoint and remove committees at any time, be it a board sub-committee or a local governing board.

Our scheme of delegation is designed to clarify decision-making and lines of accountability in a simple, succinct and clear format. It contains:

- A structure diagram which shows the layers of governance and lines of accountability
- Detailed narrative on roles and responsibilities
- A grid format, with columns for each layer of governance, which enables stakeholders to quickly determine who is responsible for each strategic decision within the Trust. The grid is divided into four key areas to reflect both the governance framework and the three core functions of governance:
 1. The governance framework:
 - a. People
 - b. Systems and structures
 - c. Reporting
 2. Being strategic
 3. Holding to account
 4. Ensuring financial probity

Governance structure and lines of accountability



Level	Line Management
CEO	Chair/Trust Board
COO	CEO
Principals	CEO
Sub-committees including LGB	Trust Board

Roles and Responsibilities

The Role of the Members

The Members of the Northern Leaders Trust are guardians of the governance of the Trust and as such have a different status to trustees. Originally, they were the signatories to the Memorandum of Association and agreed the Trust's first Articles of Association (the legal document which outlines the governance structure and how the Trust will operate). The Members appoint trustees to ensure that the Trust's charitable object is carried out and can remove trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's Articles of Association, and all actions identified within the Academy Trust Handbook.

The Role of the Trustees

The MAT is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably.

The Trustees are responsible for the general control and management of the administration of the Trust. In accordance with the provisions set out in our Memorandum and Articles of Association and our funding agreement, the Trust Board is legally responsible and accountable for all statutory functions and the performance of the academies within our Trust. It has approved a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive to account for the educational performance of the Trust's academies and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

The Role of the Trust Board Sub-committees

The Trust Board has established two principal sub-committees to carry out certain of its governance functions, although any decisions made will be deemed decisions of the Trust Board. The membership and responsibilities of our two Board sub-committees, the Finance & General Purposes Committee and the Standards Committee are set out in their terms of reference (see appendices).

The Role of the Chief Executive Officer (CEO)

The CEO has delegated responsibility for the operation of the Trust, including the performance of the Trust's academies. They are supported in the latter role by the Executive Leadership Team.

The CEO is the accounting officer, so has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive leadership team of the Trust. The CEO delegates executive management functions to the central executive leadership team and is accountable to the Trust Board for the performance of that team.

The Role of the Academy Local Governing Boards

The Trust Board has established academy local governing boards to carry out some of its

academy level governance functions. These functions are outlined in the LGB terms of reference (see appendices).

The Role of the Academy Principals

The Academy Principals are responsible for the day-to-day management of the academies and are managed by the Chief Executive Officer (CEO). In addition, they report to the local governing bodies on matters which have been delegated to them, which may include an element of monitoring and scrutiny of the academy's management processes.

Decision/Action	Delegated to ...									
	Members	Trust Board	F & GP Committee	Standards Committee	CEO	COO	Dir. HR	Dir. ICT	Academy LGB	Academy Principal
Governance Framework										
Appoint/Remove Members	✓									
Appoint/Remove Trustees	✓	✓								
Role descriptions for trustees/chair/specific roles/sub-committees/LGB members: agree		✓			<A					
Elect LGB members									✓	
Appoint or remove chair of sub-committees		✓			<A					
Appoint or remove Governance Professional to Board and sub-committees		✓			<A					
Articles of Association	✓	<A			<A					
Establish and review sub-committees		✓			<A					
Terms of reference for board and sub-committees		✓			<A					
Establish and review the scheme of delegation		✓			<A					
Trustee and sub-committee skills audit		✓			<A					
Annual self-review of TB and sub committees		✓			<A					
Chair's performance: carry out 360 review periodically (of all sub-committees)		✓			<A					
Appoint		✓			<A					
• Chair of Trust and Committees		✓								
• CEO		✓								
• COO		✓			<A					
• Directors of HR, Estates and ICT		A>			✓	<A				
• Principals		✓			<A				<A	
• Associate and Vice Principals					✓					<A
• Directors					✓					

Responsible for quality assuring the recruitment process

Decision/Action	Delegated to ...
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	Members	Trust Board	F & GP Committee	Standards Committee	CEO	COO	Dir. HR	Dir. ICT	Academy LGB	Academy Principal
Appoint					✓		Responsible for quality assuring the recruitment process		<A	<A
• Assistant Principals									✓	<A
• Heads of subject/department/faculty										✓
• Teachers or associate staff										✓
Dismiss		✓								
• CEO										
• COO				✓						
• Director of HR				✓						
• Principal				✓						
• Central Services Staff					✓					
Annual schedule of business for Board and sub-committees		✓			<A					

Decision/Action	Delegated to ...									
	Members	Trust Board	F & GP Committee	Standards Committee	CEO	COO	Dir. HR	Dir. ICT	Academy LGB	Academy Principal
Reporting										
Publication on trust and academies' websites of all statutory requirements					✓					
Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, demonstrating value for money submitted to DfE/ESFA, Members, and Companies House					✓					
LGB minutes submitted to Trust Standards Committee									✓	
Complete standard trust report to LGB										✓
Being Strategic										
Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress can be measured		✓	<A	<A	<A	<A				
Academies' strategy, agreeing key priorities and key performance indicators (KPIs) against which progress can be measured					A>	A>			✓	<A
Determine policy and practice:										
• Health and Safety		✓			<A	<A				
• Freedom of Information		✓			<A	<A				
• Complaints		✓			<A	<A				
• Charging and remissions						A>			✓	
• Asset Management			✓							

Decision/Action	Delegated to ...									
	Members	Trust Board	F & GP Committee	Standards Committee	CEO	COO	Dir. HR	Dir. ICT	Academy LGB	Academy Principal
• Data Protection / GDPR: delegated to Governance Professional										
• Curriculum architecture and ICFP					✓	<A				<A
• Timetabling										✓
• Staffing structure					✓					<A
• Examination Boards					✓					<A
• Behaviour and attendance					✓					<A
• Assessments schedule					✓					<A
• School day					✓				<A	<A
• Directed time and term dates					✓		<A			<A
• Whistleblowing						✓				
Agree central top slice		✓	<A		<A	<A				
Central Services structure and spending plans					✓	<A				
Management of risk: establish register, review and monitor trust-wide		✓	<A	<A	<A	<A				
Management of school risk					✓	<A			<A	<A

Decision/Action	Delegated to ...										
	Members	Trust Board	F & GP Committee	Standards Committee	CEO	COO	Dir. HR	Dir. ICT	Estates Manager	Academy LGB	Academy Principal
Holding to Account											
Design and delivery of Trust Strategic		✓			<A	<A					
Delivery of Academy Improvement Plans					A>					✓	
Quality of teaching											✓
Standards of attendance and behaviour											✓
Auditing and reporting matters of compliance											
• Safeguarding across the Trust		✓									
• Safeguarding in the schools										✓	
• Health and Safety across the Trust						✓			<A		
• Health and Safety in the schools									>A		✓
• Asset Management						✓		<A	<A		
• ICT security						✓		<A			
Undertake performance management of:											
• CEO		✓ Chair									
• COO					✓						
• Academy Principal and Associate Principals					✓					<A	
• Vice Principals and Assistant Principals											✓
• Directors					✓						
• All other teacher or associate staff											✓
• All other central team staff						✓					

Decision/Action	Delegated to ...										
	Members	Trust Board	F & GP Committee	Standards Committee	CEO	COO	Dir HR	Dir ICT	Estates Manager	Academy LGB	Academy Principal
Ensuring Financial Probity											
Appoint CFO for delivery of trust's detailed accounting processes		✓	<A		<A						
Financial strategy and Trust budget		✓	<A								
Trust's scheme of financial delegation		✓	✓		<A	<A					
Appointment of External Auditors	✓										
Benchmarking and trust wide value for money			✓		<A	<A					
Determine budget distribution including subject capitation					✓	<A					<A

KEY:

- ✓ Decision taken at this level. Responsibility for ensuring action is taken by self or delegated.
- A Advice may be sought from this level
- <> Direction of advice

Revenue and Capital			
Delegated Duty	Value	Delegated Authority NB – in the absence of a specified role the authority to act can be a more senior officer	Comment
Ordering goods and services	Up to £9,999	Academy Principal Chief Operating Officer Chief Executive Officer	If within approved budget level: <ul style="list-style-type: none"> • Orders up to £3,000, at least one quotation, written or verbal. • Orders over £3,001 and up to £9,999 require 3 written quotations attached to the Requisition and Purchase Order. •
	£10,000 - £39,999	Academy Principal Chief Operating Officer (Countersigned by the Chief Executive Officer) Chief Executive Officer	If within approved budget level: <ul style="list-style-type: none"> • Orders over £10,000 and up to £39,999 require 3 written quotations attached to the requisition and purchase order.
	£40,000 and above	Trustees	Full tendering procedures to be followed if within approved budget level. Contracts over EU thresholds for the time being (for guidance refer to http://www.ojec.com/thresholds.aspx) to follow a complaint process under the Public Contracts Regulations 2006 and subsequent legislation.
	Authority to accept other than lowest quotation or tender	The above limits are based on the principles of value for money. If the lowest quotation is not taken then a written explanation must be attached with the quotes received to the PO.	

In instances where there is only one supplier for the required product or service, such as examination fees, the delegated authority limits still apply. However, the single quotation must be accompanied by an appropriate note (authorised by an approved signatory) justifying why there is only one supplier used and demonstrating that Value for Money is upheld.

Only partnership arrangements for the supply of goods or services specifically approved by the Finance and General Purposes Committee or the Trust Board will fall outside these arrangements for tenders and quotations.