

Scheme of Delegation

Version	Draft 1.3
Date	August 2023
Author	Governance working party
Approved by	To be approved by Trust Board October 2023
Date approved	
Review date	October 2024

Revision History

Version	Date	Summary of changes
1.1	August 2023	Working Party Draft
1.2	20.09.23	OH Tweaks
1.3	21.09.23	PB Tweaks

Table of Contents

	Page
Trust context and Ethos	1
Governance Structure	2
Decision making/approval by Trust Board	2
Scheme of Delegation framework	2
Roles and responsibilities	3
Appendix A - Governance structure diagram	3
Appendix B – Delegated Responsibilities	4-22

Trust Context and Ethos

The NSB Trust is a newly established multi-academy trust that aims to continue the Northampton School *for Boys* proud tradition of excellence. Converting to a multi academy in 2023, the Trust has two schools: Northampton School *for Boys* and Northampton School.

The Trust has three layers of governance: Members, Trustees and Local Academy Board Governors that provide school-focused challenge and support.

The Scheme of Delegation is underpinned by the Trust's vision:

To provide a broad educational experience that enables every child to achieve their maximum potential both academically and personally, and which prepares them for a successful adult life.

In two phrases our ethos is summed up by 'Respecting the Past...Securing the Future'.

Governance Structure

The Trust's governance structure is shown in **Appendix A**.

- **Members** are the guardians of the governance of the Trust and must ensure it carries out its charitable objective. To do this they need an overview of governance arrangements, but responsibility for conducting the business of the Trust remains firmly with the Trustees. Members should therefore be 'eyes on, hands off'.
- The **Trust Board** has ultimate legal accountability for the Trust and is responsible for Trust policy and strategic decision-making. The Trustees oversee the management and administration of the Trust and its schools and delegate authority and responsibility to others, including executive officers and school leadership teams, to undertake the day-to-day management of the Trust and its schools. Key matters reserved to the Board include setting the strategic direction, vision and values of the Trust and approval of the Trust strategic plan, policies and educational targets. The Trustees act as both charity trustees and the directors of the company (the academy trust). The Board is supported in its work by its committees for: Audit and Finance. The Trust Articles of Association set out the charitable objects of the Trust along with its governance composition and overarching procedures. They can be viewed on the Trust website.
- The Trustees delegate the day-to-day management of the Trust to the **Executive Headteacher**, who is also the Accounting Officer (AO).
- The **Academy Leaders** (Headteachers) of the Trust academies are responsible for the day-to-day management of the Trust's schools.
- The **Local Academy Board Governors** of each school are accountable to the Trust Board for knowing their school well and ensure the Trust Board is well informed of the reality of the school in operation and the extent to which policies and practices reflect the students' backgrounds. The Terms of Reference sets out the constitution, the process for appointment/removal of governors and how the LAB will operate.

Decision making/approval by Trust Board

Strategic planning/consideration of proposals from the Executive Head should take place at Trust Board meetings. Strategic changes to policies (changes which will change the approach or aim to change outcomes) will be considered by the Trust Board. Renewal/updating of policies with respect to minor updates to personnel, or to reflect adjustments to legislation, will be considered by a sub-group of Trustees through virtual meetings. Where decisions/approval is needed in-between TB meetings, Trustees will be contacted by email and approval by a majority of Trustees will be required. In the event of an extraordinary set of circumstances where an immediate decision is required, the Chair of the Trust Board may grant approval. In this instance Trustees will be informed of the need for this decision as soon as is practically possible.

Scheme of Delegation Framework

The Board has overall responsibility for governance of the Trust and all its academies. The Board delegates many of its governance functions to other layers of governance, including to the Board committees, Executive Head, LABs and Academy Leaders. This Scheme of Delegation defines these responsibilities and accountabilities. This Scheme of Delegation is in line with the following documents:

- The Trust's Articles of Association, which set out, set out the charitable objects of the Trust along with its governance composition and overarching procedures.
- The Trust's Funding Agreements that set out the conditions upon which the Trust receives its funding.
- The Academy Trust Handbook which is issued by the Education and Skills Funding Agency (ESFA) and sets out the financial framework and governance requirements for academy trusts reflecting their status as companies, charities and public bodies.

Roles and Responsibilities

The following pages detail the specific responsibilities of the Trust Board, Executive Head, Local Academy Boards and Academy Leaders in the areas of governance; budgets, finance and risk; staffing and HR; standards, curriculum and target setting; safeguarding; SEND; complaints; health, safety and estates, and information management, communication and marketing.

The specific responsibilities of the **Members** are as follows:

- Review, amend and agree the Articles of Association
- Agree any change of name of the Trust
- Receive an Annual Report from the Board, Executive Head and Governance Professional on the Trust's performance (including standards)
- Appoint/remove Members
- Appoint up to eleven Trustees and remove any of these
- Receive the Trust's audited annual accounts
- Appoint external auditors for the Trust and academies
- Approve any service contracts for Trustees

Appendix A – Governance Structure

NSB Trust Governance Structure 2023/24	
Members	5 Members in total 3 Independent from school/Trust Board/LAB 1 Member also sits on Trust Board 1 Member also sits on NSB LAB
Trust Board (Directors)	1 Chair of Trust Board 8 Trustees
Local Academy Board Governors	2 Local Academy Boards NSB – 2x Staff Governors, 2x Parent Governors and 5x Appointed NS – 1x Staff Governor, 1x Parent Governor and 5x Appointed

Appendix B – Delegation of responsibilities

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
1	Governance						
1.1	Appoint/remove members	Accountable and responsible					
1.2	Appoint/remove trustees	Accountable and responsible					
1.3	Approval of: <ul style="list-style-type: none"> Terms of reference for Trust Board committees LAB constitution and terms of reference 		Retains responsibility	Develop and recommend			
1.4	Approval of Trust Scheme of Delegation		Retains responsibility	Develop and recommend			
1.5	Appoint the Board committees		Retains responsibility				
1.6	Appoint and remove co-opted Trustees	Delegated to Trust Board	Retains responsibility				
1.7	Elect a Chair and Vice-Chair of the Board each academic year and remove in accordance with the Articles of Association		Retains responsibility				

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
1.8	Appoint and remove LAB Governors		Retains responsibility	Consult	Consult		
1.9	Change delegated power or membership of LABs		Retains responsibility	Make recommendations			
1.10	Appoint/remove the Trust Governance Professional (Clerk)		Retains responsibility	Manage the appointment process			
1.11	Publish on the Trust website required information on governance arrangements		Delegated	Delegated to Governance Professional			
1.12	Take out director indemnity insurance cover (covered under RPA)		Delegated				Delegated to Finance Director
1.13	MAT growth		Retains responsibility	Obtain professional advice, research and make recommendations to the Trust Board			
Strategy							
1.14	Determine the vision and values of the Trust		Retains responsibility	Conduct due diligence and make recommendation to the Trust Board	Consult	Consult	
1.15	Determine the Trust's strategic objectives and related success criteria/approve the Trust's 3-year business		Retains responsibility	Develop objectives and business plan and recommend to Trust Board on progress against objectives and business plan			

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
1.16	Approve school applications to join the Trust		Retains responsibility	Conduct due diligence and make recommendations to the Trust Board regarding MAT growth			
Development of Policy and Procedures							
1.17	Approve statutory and non-statutory Trust-wide policies		Retains responsibility	Develop policies	Monitor implementation	Develop policies as directed and implement	
Organisation of Trust							
1.18	Determine academy term dates, length, organisation of academy day, extended provision		Delegated (significant changes as defined by DfE must be submitted for RSC approval following Trust Board approval)	Delegated authority		Make recommendations to Executive Head	

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
1.19	Academy admissions policies and criteria		Retains responsibility (Trust is Admissions Authority)	Ensure consistencies in school admission arrangements		Undertake consultation, determine and publish admissions arrangements Ensure compliance with the Trust Admissions Policy Make arrangements for pupil recruitment	
2	Finance						
2.1	Comply with and approve adherence to NSB Trust Finance Handbook		Delegate (but carry out/oversee internal audit)				Ensure adherence
2.2	Appoint and remove external auditors	Accountable and responsible	Consult				Advise
2.3	Appoint and performance manage Finance Director		Delegate but be consulted	Responsible			
2.4	Approval and ensure adherence to Trust's Financial Handbook		Retains responsibility				
2.5	Receive external auditors report	Hold Trust Board to account	Retains responsibility				

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
2.6	Action recommendations made by external auditors		Retains responsibility	Produce action plan			Assist with action plan
2.7	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice		Delegate	Prepare report			Prepare report
2.8	Submit ESFA required reports and returns		Delegate				Produce required reports and returns
2.9	Agree budget plan to support delivery of trust strategic priorities		Retains responsibility	Produce budget with Finance Director		Consult	Produce budget with Exec Head
2.10	Monitor trust budget		Retains responsibility				Produce management accounts
2.11	Carry out benchmarking and trust-wide value for money evaluation		Retains responsibility				Produce benchmark report
2.12	Agree reporting and monitoring arrangements for trust and school budgets		Retains responsibility				

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
2.13	Determine charges for each school for shared and central services		Retains responsibility	Consult with Headteachers and Finance Director			Assist Executive Head to determine charges
2.14	Approve trust-wide estate vision, strategy and asset management plan		Retains responsibility				
2.15	Monitor school estate to ensure it is safe and well maintained		Delegate to Trust Estate Director				
3	Human Resources						
3.1	Ensure adherence to NSB Trust Personnel Policy Handbook		Delegate	Ensure adherence utilising external consultants			
3.2	Appoint and performance manage Executive Head/accounting Officer		Retains responsibility				
3.3	Appoint and performance manage Finance Director		Retains responsibility	Advise TB regarding PM of Finance Director			
3.4	Agree CEO pay and rewards		Retains responsibility				
3.5	Conduct headteacher performance management		Delegate	Conduct HT PM			
3.6	Agree headteacher pay and reward		Retains responsibility	Advise on HT pay			

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
3.7	Review and agree staff appraisal procedure and pay progression		Delegate within an agreed structure	Implement appraisal and progression within agreed structure			
3.8	Determine SLT staffing structure		Retains responsibility for overall structure	Recommend SLT structures for each school		Appoint to agreed SLT structure, identify need	
3.9	Determine school staffing structure		Delegate	Formulate staffing structures for each school		Recommend own staffing structure for school	
3.10	Headteacher appointments and dismissal		Retains responsibility	Advise TB			
3.11	Trust wide pay policy, terms and conditions of employment and recruitment		Retains responsibility	Advise TB			
3.12	Determine disciplinary and capability policies		Retains responsibility	Advise TB, seek legal advice			
3.13	Implement disciplinary and capability procedures – Exec Head		Retains responsibility				
3.14	Implement disciplinary and capability procedures – other employees		Delegate	Oversee consistency across trust		Responsibility within own school	

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
3.15	Approval of exit payments/early retirement/pension discretion (above a certain threshold)		Retains responsibility				
4	Standards, Curriculum and Target Setting						
4.1	Adopt Curriculum and Learning Policy		Retains responsibility	Formulate and recommend CLP	Observe impact of CLP	Advise EH of school specific needs	
4.2	Ensure adherence to Curriculum and Learning Policy		Delegate	Oversee consistency across Trust Schools		Responsibility within own school	
4.3	Approve and monitor Trust and Academy priorities alongside impact of actions for quality of teaching and learning around pupil wellbeing		Retains responsibility	Propose and recommend priorities to Trustees Review progress and report on standard	Monitor priorities reported by the Headteacher	Set and recommend priorities to Exec Head / LAB as appropriate Report progress to Exec Head / LAB	
4.4	Approve and monitor Trust and Academy targets for pupil achievement, progress and attainment		Retains responsibility	Propose targets to Board, hold Headteachers to account and provide appropriate reporting	Monitor academy targets	Set and recommend academy targets and monitor progress. Report to Exec Head / LAB	

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
4.5	Review impact of academy improvement action against priorities		Retains responsibility	Hold Headteachers to account Approve academy improvement plans	Monitor progress of the academy improvement plan	Develop the school improvement plan for approval by Exec Head. Implement plan. Report progress to Exec Head/LAB	
4.6	Monitor the impact of premia funding (Pupil Premium/Year 7 Literacy and Numeracy Catch-up) across the Trust		Retains responsibility	Conduct annual reviews and report to the board	Review deployment and impact	Ensure effective deployment and monitor impact. Report to Exec Head/LAB. Ensure information is published on academy website	
4.7	Curriculum: planning implementation and review, including compliance with any funding agreement requirements		Delegate	Delegated authority	Develop knowledge of curriculum and monitor effectiveness of plans through 3Is	Develop academy curriculum for approval by Exec Head	

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
4.8	Post Ofsted action plan – sign off any Academy judged Requires Improvement or Special Measures		Retains responsibility	Create and make recommendations to the Trust Board			
Behaviour							
4.9	Ensure each Academy adheres to Trust Behaviour Policy		Delegate Monitor KPIs on behaviour	Develop policy and ensure consistency of standards and approaches across Trust. Collate TB KPI reports	Monitor implementation of policy and impact of behaviour	Implement behaviour policy within school, contribute to trust-wide policy	
4.10	Exclusions		Delegate Monitor KPIs on exclusions	Develop policy and ensure consistency of standards and approaches across Trust. Collate TB KPI reports		Delegated authority – for making exclusions. Take the decision to exclude a pupil for a fixed term or permanently and report to EH	
4.11	Direct a pupil to alternative provision		Delegate Monitor KPIs on use of AP	Develop policy and ensure consistency of standards and approaches across Trust. Collate TB KPI reports		Delegated authority to utilise alternative provision, subject to budgetary approval	

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
5	Safeguarding						
5.1	Adopt a Trust-wide template Safeguarding and Child Protection policy that is compliant with statutory guidance		Retains responsibility	Develop policy and review annually	Monitor impact of policy	Advise on school-specific needs. Adopt and monitor implementation	
5.2	Adopt and monitor procedures related to safeguarding		Retains responsibility	Review and report on KPIs to the Board. Refer any areas of concern to the Board as they arise			
5.3	Review overall outcomes of annual Academy safeguarding audits conducted by Trust personnel and/or external agencies		Retains responsibility	Ensure annual safeguarding audits are conducted on each academy by Trust personnel and report to the Board on overall outcomes	Receive the Academy safeguarding audit	Receive the Academy safeguarding audit and ensure that areas identified for improvement are addressed swiftly	
5.4	Complete and submit the annual LA Governor's Safeguarding Report for academies and ensure that any areas identified for improvement are addressed		Delegate	Monitor		Delegated authority	
5.5	Appoint a Board member as Safeguarding Trustee		Retains responsibility				

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
5.6	Appoint a Safeguarding LAB Governor		Delegate		Delegated authority		
5.7	Ensure the Single Central Record (SCR) for the Trust and academies is complete and regularly updated		Delegate Audit annually to ensure compliance	Delegated authority – annual audit of academy SCRs by Trust HR Team Report any concerns to the Trust Board		Ensure SCR is maintained and address any actions identified by audit	
5.8	Ensure academies have an appropriate number of trained Designated Safeguarding Leads (DSLs) and that their details are published on the Academy website		Delegate	Delegated authority and responsibility			
5.9	Ensure Academy staff and the Trust central team receive regular and appropriate safeguarding training		Delegate	Delegated authority for central team		Delegated authority for school staff	
5.10	Ensure appropriate members of staff, trustees and governors are trained in safe recruitment		Delegate (all Trustees to accept personal responsibility for engaging with training)	Delegated authority – ensure at least one member of every recruitment panel has completed training		Complete training and regularly update knowledge in this area	

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
5.11	Ensure that each academy has appointed a designated member of staff to support Looked After Children		Delegate	Monitor	Delegated authority	Appoint a designated member of staff for the academy	
5.12	Approve off-site visits for pupils of more than 24 hours duration		Delegate			Delegated authority	
5.13	Consider any staff, trustee, governor, volunteer DBS returns with disclosed information		Delegate	Delegated authority for central staff, trustees and governors		Delegated authority for staff and volunteers	
5.14	Monitor attendance and roll movement within academies		Retains responsibility	Oversee and report KPIs to TB		Responsibility for school attendance	
6	Special Educational Needs and Disabilities (SEND)						
6.1	Monitor overall educational performance of SEND pupils		Retains responsibility	Review SEND provision across the Trust and report KPIs to the Trust Board identifying any areas of concern	Monitor impact of the academy's SEND provision	Oversee, implement and monitor effectiveness of SEND provision	
6.2	Adopt a Trust wide SEND policy		Retains responsibility	Develop policy and review annually	Monitor impact of policy	Add school specific details to policy and ensure implementation	

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
6.3	Ensure compliance with the Disability Discrimination Act (DDA) requirements within the academies		Delegate Audit implementation	Delegated authority to ensure application across Trust			
6.4	Designate a teacher to be responsible for co-ordinating SEND provision (SENCO)		Delegate			Delegated authority	
6.5	Liaise with local authority in respect of pupils who have (or might have) SEND		Delegate			Delegated authority	
6.6	Make provision for SEND pupils with or without an Education, Health & Care Plan (EHCP)		Delegate			Delegated authority	
7	Complaints						
7.1	Adopt a Trust-wide complaints procedure and monitor complaints		Retains responsibility	Develop policy. Monitor the level of formal complaints across the Trust and report to the Board including any concerns		Report on formal complaints to the Trust Board	

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
7.2	Respond to and hear complaints		Delegate Trustees form part of stage 3 panel	Delegated authority – hear complaints at the relevant stage in accordance with the Complaints Procedure		Delegated authority – respond to complaints in accordance with Complaints Procedure	
8	Health & Safety and Estates						
8.1	Adopt a Trust-wide health and safety policy to ensure that the Trust operates within all relevant health and safety legislation and that all pupils and staff are kept safe at all times within the procedures and practices of the Trust		Retains responsibility	Oversee the work of the	Monitor implementation of policy. Ensure academy arrangements are adequate.	Implement policy and review health and safety arrangements annually. Report to the Trust Board	
8.2	Ensure all staff receive statutory health and safety training		Delegated	Delegated authority for central team		Delegated authority for academy staff	
8.3	Emergency planning and business continuity planning		Delegated	Delegated authority – develop central and academy plans and review as appropriate		Implement school response tactics, practice, test and report to Exec Head as required	

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
8.4	Health and safety accident reporting (inc RIDDOR)		Delegated	Delegated authority – oversee Estate Director in monitoring and reporting to the Trust Board, ensuring RIDDOR reporting is in place		Implement reporting, monitor and act on reviews	
8.5	Statutory compliance testing		Delegated	Delegated authority – oversee Estate Director to implement, monitor and report to the Trust Board		Implement and monitor school statutory compliance testing	
8.6	Risk assessments		Delegated	Delegated authority – ensure via oversight, valid risk assessments are in place across the Trust. Report concerns to the Trust Board.	Monitor the impact of operational risk assessments	Delegated authority – ensure operational risk assessments are in place and effective. Review annually	
8.7	Ensure academies have a designated member of staff who has overall responsibility for every aspect of health & safety		Delegated	Oversee Trust Estate Director who will ensure H&S Audit work in each school		Delegated authority	

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
8.8	Ensure the Trust's estate is maintained so it is fit for purpose and provides a safe, attractive and appropriate environment		Delegate	Delegated authority Oversee Trust Estate Director		Ensure for own site and be responsible for working closely with Trust Estate Director	
8.9	General monitoring and actions plans in relation to safety of sites and building conditions		Delegate	Delegated authority Oversee Trust Estate Director		Ensure operational arrangements are in place and effective	
9	Information Management, Communication and Marketing						
9.1	Adopt a Trust-wide data protection policy and monitor Trust compliance with GDPR		Retains responsibility	Develop policy and ensure compliance with GDPR legislation. Investigate data breaches (DPO). Support academies on the effective safe storage of data. Ensure registration with the Information Commissioner's Office is up to date		Comply with policy. Report data breaches to DPO. Maintain accurate and secure pupil and staff records for the school.	

		Members	Trust Board	Executive Head	Local Academy Board (LAB)	Headteacher	Finance Director
Communication							
9.2	Ensure Trust and Academy websites are compliant with statutory guidance		Delegate	Delegated authority regarding the Trust		Delegated Authority for own school Ensure website information is up to date and accurate. Address any actions identified by website audits.	
9.3	Ensure the Trust and academies communicated effectively with pupils, parents, carers, staff and the wider community		Retains responsibility	Develop communication strategy	Actively seek to receive pupil, parent and staff feedback and respond accordingly. Establish and maintain a relationship with the local community	Ensure academy systems/communication channels are in place that are in line with the Trust's strategy	
Branding and Marketing							
9.4	Ensure that all branded items follow Trust branded items follow Trust branded guidelines (e.g. stationary, staff badges, email signatures)		Delegate	Delegated authority		Comply with Trust guidelines	

9.5	Review and approve any long-life academy marketing materials (e.g. logo, website, prospectus, items published in newspapers and magazines, videos, radio adverts		Delegate	Delegated authority		Gain Exec Head approval permission for any interviews, photography or filing by media and for any marketing materials	
-----	--	--	----------	---------------------	--	---	--