

# Northwick Park Trust

## Scheme of Delegation 2023 Reviewed at MAT Board 27/9/2023

### Meaning of Phrases for Scheme

**Consult:** the individual/group that should be consulted as part of the process of completing a particular task.

**Deliver:** the individual/group that has **responsibility** for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the Chief Executive Officer (CEO) this will be at Trust level. In the case of the Head of School this will be at Academy level.

**Determine:** the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

**Develop:** the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

**Recommend:** the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their Academy to the Board, CEO and Head of School (as appropriate) and (iii) the Head of School they will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

**Report:** the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board, (ii) the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the Head of School they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

**Review:** the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the CEO and/or LGB (as appropriate), (ii) the CEO they will be reviewing the Head of School and (iii) the LGB they will be reviewing the Head of School and their leadership team.

**Comply:** the individual/group will follow agreed policies and procedures.

Area of Delegation	Trust Board Members, Directors & Trustees	Chief Executive Officer (CEO)	TRUST Finance & Audit Committees	Local Governing Body	Heads of Schools
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<b>Strategy and Leadership</b>					
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Set Strategic Objectives of the Trust and Academies	Determine	Develop in Consultation		Recommend	Consult
Deliver Strategic Objectives of the Trust and Academies	Review	Deliver		Review & Report	Deliver
Scrutiny - Review & Challenge progress of the Trust against its Strategic objectives and key Performance Indicators	Review	Review & Report		Review & Report	Report progress
Compliance: Funding Agreement - Comply with all obligations including the Academies Financial Handbook	Comply	Comply	Comply	Comply	Comply
Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review compliance	Deliver & Report to Board	Comply	Review	Deliver & Report to LGB & CEO
Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Determine policies to ensure compliance	Deliver & Report to Board	Comply	Review	Deliver Report to LGB & CEO
Compliance - completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Comply			Comply	
Appointments of Directors and Governors - ensuring processes in place for appointment of Directors (including ensuring that the Directors and Governors have the skills to run the Trust and the Academies)	Determine selection criteria Review Performance of Board & LGBs	Report to Board Performance of LGBs Recommend Changes (new Governors etc.)		Report to Board	
Appointment of the Auditors and TRUST Audit Committee	Comply		Comply	Comply	
Appointment of Clerk - Board and LGBs	Deliver			Deliver	
Policies - review and approval of Trust Wide Policies (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine	Determine, Deliver & Report	Review & Comply	Comply	Comply
Prepare terms of reference for LGB's	Determine, Deliver & Review		Comply	Comply	
Training programme for Directors and Governors	Deliver for Trustees			Deliver for LGBs	

<b>Trust Development Plan</b>					
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Trust Development Plan	Review	Determine, Develop & Deliver	Recommend	Recommend	Consult
Academy Development Plan - for each Academy in line with the strategic aims of the Trust	Review	Consult & Recommend	Recommend	Recommend to Board	Determine & Deliver
Key Performance Indicators - Setting and reviewing performance of Trust &	Approve & Review	Propose, Consult,		Recommend &	Consult, Deliver &

Academies		Receive Reports		Review	Report
Area of Delegation	Trust Board M, D & Trustees	Chief Executive Officer (CEO) /	TRUST Finance/ Audit Committees	Local Governing Body	Heads of Sch
<b>Education and Curriculum</b>					
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Determine & Review Effectiveness	Review staffing plans Recommend Deliver Report to Board	Review against Costs per Pupil	Consult / Review Teaching Profile	Deliver & Report
Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Consult & Review effectiveness of Curriculum	Determine, Recommend & Review		Review Academy Curriculum	Deliver & Review
Ensuring the appropriate checks, risk assessments, site surveys have been undertaken when conducting a residential or 'risky' educational visit	Deliver	Consult & Determine Policy		Review & Deliver	Determine, Recommend, Deliver & Review
Pupil Premium - reviewing and challenging the value for money / Return on Investment of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Determine & Review	Review, Recommend & Report to Board	Review & Recommend	Review	Deliver, Review & Report
<b>School Organisation</b>					
Set Academy Admissions Policy	Review	Recommend, Review & Report		Determine, Develop & Report	Comply
Admissions Decisions				Deliver	Consult
Collective worship arrangements for school, without religious character				Consult & Review	Deliver
Pupil issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review & Report		Receive Reports from HoS	Deliver & Report
Academy hours - setting the opening and closing times for the Academies	Review Comply	Determine in Consultation with HoS	Recommend	Recommend & Comply	Consult, Deliver & Review
Term dates and length of school day	Review Comply	Determine in Consultation with HoS	Recommend	Recommend & Comply	Consult, Deliver & Review
School lunch - ensure provided to appropriate nutritional standards	Determine & Review		Recommend	Review	Comply & Deliver
Provision of free school meals to those meeting criteria			Recommend	Review	Comply & Deliver

Area of Delegation	Trust Board M, D & Trustees	Chief Executive Officer (CEO) /	TRUST Finance/ Audit Committees	Local Governing Body	Heads of Sch
<b>Financial</b>					
Trust Annual Budget - formulating and setting the Trust wide budget	Determine in consultation with CEO and CFO	Recommend funding model to Board for Approval Deliver (present to Board)	Consult with CEO Determine and Recommend to Board Review and Recommend (compliance with the overall plan)	Consult with the Board	Deliver and Comply
Academy Annual Budgets - formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds / balances)	Determine	Consult & Determine Review ESFA Submission	Deliver (consultation with LGBs and present to Board for approval)	Consult with CEO & CFO Comply	Consult Develop Deliver Comply
Expenditure and ensuring delivery of Annual Budgets the short term and the long term	Review	Report to Board	Receive / Review Reports	Report to Board	Deliver / Report to LGB & Board
Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to secure the Trusts' financial health in the short term and the long term	Determine	Recommend	Review and Recommend Financial Plan for the Trust	Consult with Board re Financial Plan for Academy	Consult Comply
Expenditure and Ensuring Delivery of Annual Budgets	Review	CEO & CFO to Review and Report to Board on any material issues with delivery	Review and report to CEO any issues	Receive reports	Report to LGB any matters of concern
Reporting - financial reporting and Key Performance Indicator's	Determine	Deliver	Review & Report to Board	Review	Report
Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies	Determine	Deliver (recommend limits to board) & oversee compliance	Review Delivery and Compliance adherence to Limits	Comply - adherence to limits	Comply - adherence to limits
Financial Policies - establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine	Review compliance	Review & Recommend	Review & Report Non-Compliance	Deliver compliance
Approving annual accounts	Approve	Deliver	Review & Report		Comply
Corporate Risk Register	Review Delivery	Deliver	Review & Report	Review	Deliver
Investments - agreeing the investment policy in line with the Academies Financial Handbook and any internal policies and controls	Determine & Review	Deliver	Review		

Area of Delegation	Trust Board M, D & Trustees	Chief Executive Officer (CEO) /	TRUST Finance/ Audit Committees	Local Governing Body	Heads of Sch
<b>HR and Operations</b>					
<b>Appointment the CEO</b>	<b>Appoint</b>				
Appointment the Heads of School, Deputy and Assistant Heads at each Academy	Approve in Consultation with CEO and LGB	Recommend Sit on ALL Appointment Panels		Recommend Sit on Appointment panel with CEO	Sit on the Appointment Panel for DHT & AHT
Appointing of Trust Staff (in line with recruitment policy)	Review	Appoint in Consultation with Board		Recommend	
Appointing Academy Staff (with the exception of HoS, DHTs, AHTs and Finance, Personnel and Office Management Staff)			Recommend	Appoint in Consultation with HOS	Appoint Recommend
Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Recommend Comply		Review	Comply
Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Receive Reports in respect of appraisal arrangements and outcomes.	Deliver in respect of HoS and cross- Trust staff (and any appeals from Academy staff).		Assure is respect of HoS PMR's in consultation with CEO. Review any appeals	Review in respect of all other staff Report annually to the CEO on appraisal arrangements and outcomes
Setting Terms and Conditions of Employment and Staff Handbook	Determine Consider any proposals from LGBs to make amendments	Recommend		Consult Report to Board on any suggested changes Terms & Conditions	Comply
Staff Handbook	Determine with respect to the Trust	Develop & Deliver with respect to the Trust		Consult - with respect to Trust Determine with respect to Academies	Develop and deliver with respect to the Academies
Dismissing HoS, Senior Trust staff (in accordance with the Trust disciplinary and capability policies)	Review	Consult and recommend with respect to HoSs Review & Deliver for Trust staff Report any dismissals to the Board		Review in respect of HoS	

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<b>HR and Operations (continued)</b>					
Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)		Review Report to the Board		Review Report to the CEO	<b>Deliver in consultation with CEO</b>
Reviewing discipline and grievance policy	Review delivery	Recommend		Review in line with Trust policy	<b>Deliver</b>
Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	<b>Determine &amp; Deliver</b>	<b>CEO and CFO Recommend &amp; Review</b>	Review and Recommend	Comply	Comply
Determining and allocating central services provided to Academies by the Trust	<b>Determine in Consultation with CFO</b>	Review	Review and Recommend	Review	Consult
Overseeing the effectiveness of services provided centrally by the Trust	Determine in consultation with CEO	<b>Deliver (recommending the support allocation to the board)</b>	Review and Report	Report to the Board	Report to LGBs
Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained	Determine Trust-wide policy	Recommend	Review and Report	Determine Academy Plan in accordance with Trust Policy Review Delivery of Academy Plan	<b>Deliver in accordance with Academy Policy</b>
Acquiring and disposing of Trust land	<b>Deliver</b>	Recommend	Review	Consult	Comply
Changing use of Assets	<b>Deliver</b>	Recommend	Review	Consult	Comply
Arranging insurance for the Academies within Trust	Review		Review	<b>Comply</b>	<b>Comply</b>
Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	Review	<b>Deliver</b>		Comply	Comply
Academy Prospectus	Review	Consult & Review		Consult & Recommend	<b>Deliver &amp; Comply</b>
Trust Website	Consult, Recommend & Review	<b>Deliver &amp; Comply</b>	Consult & Recommend		
Academy Website	Review	Consult & Review		Consult & Recommend	<b>Deliver &amp; Comply</b>