



NORTHAMPTON
PRIMARY ACADEMY TRUST

NPAT Scheme of Delegation

2023-24

Approval Date:

2 October 2023

Table of Contents

1. Our Vision and Values	2
2. Layers of Governance: Key Roles and Responsibilities	2
2.1 Members	2
2.2 Trustees	3
2.3 Payment of Trustees	3
2.4 Trustees' Conflict of Interests	4
2.5 The Trust's Committees	4
2.6 Executive Team	7
2.7 The Central Team	7
2.8 Headteacher/Executive Headteacher	7
2.9 Governance Professional	8
2.10 External Reviews of Governance.....	8
3. LGB Appointment Process.....	8
4. LGB/AIB Removals and Disqualifications	9
5. Constitution of LGB/AIB	10
6. Intervention Triggers.....	10
7. Matters Reserved for the Board	11
8. Decision Making Matrix.....	13
9. NPAT Contact	19

1. Our Vision and Values

1.1 Vision

- Our vision is to achieve educational excellence, create opportunities and enrich lives.
- To achieve this, our mission is to develop a Multi-Academy Trust of highly effective and sustainable schools.

1.2 Values

NPAT schools all share this common vision and are committed to shared values, whilst retaining the freedom to innovate and develop their own identity and character.

- **Aspiration and Ambition:** Every child to achieve their best, every school a great school and every individual a better version of themselves.
- **Working Together:** Achieving more through collaboration and cooperation. My school is your school; your children are 'our' children.
- **Integrity:** A sense of moral purpose and open and honest working. Do all the good you can, in all the ways you can, as long as ever you can.
- **Community:** Schools at the heart of their community, working together for educational excellence across Northamptonshire.
- **Creativity and Innovation:** Thinking differently about the future whilst building on the past.
- **Sports and the Arts:** A genuine commitment to participation and excellence in sport and the arts.

Our ambition is captured in our motto: '*Achieving Extraordinary Things*'.

2. Layers of Governance: Key Roles and Responsibilities

The Trust is a company limited by guarantee and in accordance with the Academies Act 2010

The Trust's three core layers of governance are Members, Trustees and Local Governing Bodies (LGB) or Academy Improvement Boards (AIB).

The overview of the key roles and responsibilities across the different layers of governance are as follows:

2.1 Members

1.1. There will always be a minimum of 3 Members, but the Trust preference is for 5 Members in post.

The Members are akin to the shareholders of a company and are often referred to as the 'gate-keepers'. However, unlike shareholders of a company, Members cannot take money or assets from the company. The Members have ultimate control over the Trust, with the ability to appoint some of the Trustees and the right to amend the Trust's Articles of Association. The Articles of Association describe how Members are recruited and replaced and how many of the Trustees can be appointed to the Board of Trustees by the Members. The Members can also remove Trustees. The Board of Trustees submits an annual report to the Members on the performance of the Trust. Clause 1.4 of the Academy Trust Handbook 2022 states that; 'Trusts must ensure that their members are not currently subject to a direction made under section 128 of the Education and Skills Act 2008 which prohibits individuals from taking part in academy trust management and that they do not appoint as a member, a person who is currently subject to a section 128 direction'.

2.2 Trustees

The Trustees are responsible for the general control of the Trust in accordance with the provisions set out in the Articles of Association and the Scheme of Delegation. The Board of Trustees is the accountable body for the performance of all schools within the Trust and, as such, must:

- Ensure clarity of vision, ethos and strategic direction;
- Hold the CEO to account for the educational performance of the schools and their pupils, and the performance management of staff; and
- Oversee the financial performance of the Trust and hold the CFO to account, ensuring financial probity and value for money.
- Hold the LGB/AIB to account for the effective Governance at the level 'knowing and understanding the school' as outlined in the Scheme of Delegation.

As the Trust is a company limited by guarantee and an exempt charity, Trustees must comply with company, education and charity law requirements. This results in the terms 'Trustees' and 'Directors' being used interchangeably. However, the Articles of Association refer to 'Trustees'.

While Trustees can serve as Members, best practice recognises that the Members are responsible for holding the Trustees to account. Therefore, there should be separation between the Members and Trustees.

The Board of Trustees is permitted to exercise all the powers of the Trust. The Board of Trustees will delegate to the CEO, responsibilities for the day-to-day operations of the Trust.

The Trustees (with the consent of the Members where changes to the Board of Trustees are an issue) have the right to review and adapt the Trust's governance structure at any time, which includes revoking delegation.

The Board of Trustees meets on a regular basis. Subject to the consent of the Board of Trustees, external advisors, LGB/AIB representatives and Headteachers may also attend committee meetings to make recommendations to the Board of Trustees. These additional attendees shall not have voting rights at committee meetings.

The Trustees have a duty to safeguard and promote the welfare of children and have regard to any statutory guidance on safeguarding issued by the secretary of state. They also have a duty to ensure the suitability of staff, supply staff, volunteers, contractors and proprietors.

The Trustees as the employer are responsible for the health and safety of its staff, pupils, and any visitors as per the Health and Safety at Work etc. Act 1974 and its regulations.

The Trustees have overall responsibility for managing their school estate strategically and ensure it is maintained in a safe working condition.

Clause 1.23 of the Academy Trust Handbook states that; 'From March 2022 any newly appointed senior executive leader can only be a trustee if the members decide to appoint them as such, the senior executive leader agrees, and the trust's articles permits it. The Department's strong preference is for no other employees to serve as trustees, nor for trustees to occupy staff establishment roles on an unpaid voluntary basis, in order to retain clear lines of accountability'. Therefore, the Trust will adopt the approach that employees other than the CEO will not be appointed as a Trustee.

2.3 Payment of Trustees

As Northampton Primary Academy Trust is a company and an exempt charity, Trustees are bound to comply with charity and company law as well as the requirements of the Academies Trust Handbook (ATH). Charity law expects individuals and organisations to become involved with a charity purely for altruistic purposes. The law does not envisage, or normally allow, for a profit to be made by a Trustee or a Member simply for acting in accordance with the role undertaken.

The Trust's Articles of Association set out specific provisions relating to payment of Trustees. There are two circumstances in which the Trustees may be paid by the Trust:

Reimbursement of reasonable expenses, - expenses that have been incurred when acting on behalf of the Trust. This is at the discretion of the Board of Trustees. Permission should be sought in advance of incurring any expenses and receipts must be provided. Only reasonable expenses can be reimbursed, and any expenses incurred may be subject to scrutiny by the ESFA.

Payment for services provided outside the role of a Trustee, - This is subject to very strict rules and legal advice must be sought when considering payment of this kind.

Any payment of Trustees must be considered carefully and properly documented fully, taking into account the Articles of Association and the Academies Trust Handbook. The Scheme of Delegation only sets out a brief summary for payments of Trustees and is not intended to be a substitute for detailed advice on this subject.

2.4 Trustees' Conflict of Interests

A conflict of interest is any situation in which a Trustee's personal interests (or those of a person or body connected to him or her), influence or appear to influence or affect that individual's decision-making.

As Trustees of an exempt charity, the Trustees have two sets of similar duties to avoid conflicts of interest. The first derives from the charity law duty imposed on Trustees by virtue of their positions as charity law Trustees. The second duty arises from company law and is imposed on Trustees by virtue of their position as Directors under company law.

Essentially, the Trustees have a legal obligation to act in the best interests of the Trust and in accordance with the Trust's Articles of Association, and to avoid situations in which there is an actual conflict of interest or where it is reasonably perceivable that an actual conflict could emerge.

2.5 The Trust's Committees

The Trust board meets monthly with a focus on either school improvement, curriculum, outcomes, finance, resources, risk or audit. Not all areas are looked at during full board meetings. There are two sub committees of Trustees that focus on specific areas dependant on the delegated power.

The Trustees will ensure that the values set out in the vision statement are embedded in all of the actions and activities of Northampton Primary Academy Trust and to hold the CEO and Executive Team accountable for the inclusion of these values.

The Trustees will work with the executive team to set the overall vision and mission for the Trust and hold the executive leaders to account on school improvement.

The Trustees will ensure that the financial, human resources, IT and estates resources of the MAT are being effectively managed. The Central Team also provides guidance to the Board of Trustees and CEO on all matters relating to Trust resources.

The Trustees will be responsible for ensuring: the MAT complies with health and safety in line with current legislation and policies; the risk register is utilised to ensure transparency; and any issues or risks are being managed. There is a delegated Trustee who oversees health and safety across the Trust.

NPAT has safeguarding at the top of its list of priorities. It delegates the day to day management of safeguarding standards to the LGBs/AIBs, who work closely with the Trust to ensure standards are high. The CEO reports to Trustees any concerns or updates in relation to safeguarding. There is a delegated Trustee with overall responsibility for monitoring safeguarding.

Information Management, Communications & Marketing

Decision	Members	Trustees	CEO	Central Team	LGB/AIB	Headteacher
1. Adopt a Trust-wide Data Protection and GDPR policy and procedures and monitor compliance		Approval	Appoint DPO, develop policy and ensure compliance			
2. Ensure systems and processes are in place for effective communication with pupils, parents/carers, volunteers, staff and the wider community (to include PTA – if present)					Ensure compliance with the policy and undertake GDPR training	Compliance with policy; data breaches, SAR requests and FOI requests reported to the Trust DPO
3. Review overall outcomes of school GDPR audits conducted by an independent provider			Ensure GDPR audits are conducted at each school by an independent provider and report to the LGB/AIB and Audit & Risk committee on the overall outcomes		Receive independent GDPR audit and ensure that any areas identified for improvement are dealt with swiftly	Receive report of the independent GDPR audit and ensure that any areas identified for improvement are dealt with swiftly
4a. Ensure Trust website is compliant with statutory guidance			Ensure compliance			
4b. Ensure School website is compliant with statutory guidance					Monitor	Ensure compliance
5. Liaison with Trust DPO regarding GDPR development, SARs, data breaches and FOI requests				Monitor		
6. Day to day GDPR support to schools include advice, data retention and storage, GDPR legislation and good practice				Provide		
7. Periodic reporting about GDPR activity to the Audit and Risk committee		Review		Provide		

2.5.1 Business Finance Audit and Risk (BFAR)

The BFAR is a sub-committee of the Board of Trustees and has delegated decision-making powers in accordance with the Scheme of Delegation and the Terms of Reference. The BFRA shall hold at least 4 meetings annually.

The BFAR recommends the budget before it is presented to the Board of Trustees for approval. Once approved the BFAR are responsible for monitoring the effective and balanced delivery of the budget.

The committee also focus on business, risk and audit functions of the Trust and commission both internal and external scrutiny on behalf of the Board of Trustees.

The BFAR ensures that the Trust is compliant with all statutory policies and procedures in relation to areas delegated to the committee.

2.5.2 Education Standards and Performance (ESP)

The ESP is a sub-committee of the Board of Trustees and has delegated decision-making powers in accordance with the Scheme of Delegation and Terms of Reference. The ESP shall hold at least 3 meetings annually.

The ESP monitors and challenges the education, standards and academic performance of the Trust and present the findings to the Board.

The ESP ensures that the Trust is compliant with all statutory policies and procedures in relation to areas delegated to the committee.

2.5.3 Local Governing Body (LGB)

The LGB is a sub-committee of the Board of Trustees and has delegated decision-making powers in accordance with the Scheme of Delegation. The LGBs shall each hold at least 6 full LGB meetings, 3 Business and Finance meetings and 2 Pay Award Committees a year. The Pay Award Committees must meet by the 31st October and the 31st March to approve pay recommendations.

The LGB recommend the budget before it is presented to the Board of Trustees for approval. Once approved the LGB are responsible for monitoring the effective and balanced delivery of the budget. If the AIB has delegated power for the budget it will follow the same process.

The LGB ensures that the school is compliant with all statutory policies and procedures.

Each LGB meeting shall be minuted and a copy will be stored electronically in school and the Executive Team, Teams channel and made available to the Board of Trustees as required.

Copies of the Board of Trustees minutes will be made available upon request.

As set out in the Trust's Articles of Association, the Board of Trustees establishes the LGB and ensures that two parents are elected or appointed to them.

The Board of Trustees will determine what will be delegated to the LGB.

2.5.4 Academy Improvement Board (AIB)

The AIB is a sub-committee of the Board of Trustees and has delegated decision-making powers in accordance with the SoD. An AIB will be appointed by the Board of Trustees if it is deemed appropriate following the removal of the existing LGB or in the case of a new school to the Trust whose governance structures are not robust. The frequency of AIB meetings will be determined by the needs of the school. The AIB will have a Pay Award Panel. The Pay Award Committees must meet by the 31 October and the 31 March to approve pay recommendations.

The AIB recommend the budget before it is presented to the Board of Trustees for approval. Once approved the AIB is responsible for monitoring the effective and balanced delivery of the budget. If the AIB has delegated power for the budget they will follow the same process.

The AIB ensures that the school is compliant with all statutory policies and procedures.

Each AIB meeting shall be minuted and a copy will be stored electronically in school and the Microsoft Teams for the AIB and made available to the Board of Trustees as required.

Copies of the Board of Trustees minutes will be made available upon request.

The Board of Trustees will determine what will be delegated to the AIB.

2.6 Executive Team

The Executive Team comprises the CEO, COO, CFO, School Improvement Leader and Curriculum and Professional Development Lead.

The Executive Team will oversee the work of the Central Team and work collectively to deliver school improvement priorities across the MAT by sharing expertise and transforming practice.

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

The CEO has delegated responsibility for the operation of the Trust, including the performance of the Trust's schools and is responsible for all staff across the Trust.

The CEO reports to the Board of Trustees on the performance of the Trust including performance of the Trust's schools. This is supplemented by termly reports detailing the updates on the LGBs/AIBs.

If the CEO leaves the Trust, the Board of Trustees will consider approaching the Regional School Commissioner (RSC) in advance to discuss the structure and options. This will include plans for succession planning and future recruitment.

2.7 The Central Team

The CEO oversees the functions of the Central Team, areas of responsibility are delegated to members of the Central Team for the core operational functions of the Trust

The CEO reports the overall performance, potential risks and areas of strength of the Central Team function to the Board of Trustees.

The Central Team are responsible for ensuring the operational functions of the Trust and ensuring policies, procedures and documentation are in place and up to date.

2.8 Headteacher/Executive Headteacher

The Headteacher/Executive Headteacher (where appropriate) is responsible for the day-to-day management of the schools.

The CEO and other members of the Executive Team, as appropriate meet with all Headteachers every two weeks. Heads of School (where appropriate) also attend.

Headteachers/Executive Headteachers are line managed by the CEO. They are accountable to the CEO and the LGB/AIB.

2.9 Governance Professional

Every LGB/AIB and Board of Trustees will be allocated with a Governance Professional who will clerk meetings as part of their duties. The Trust Governance Professional supports and line-manages the Governance Professional to the LGB/AIB. Governance Professionals meet regularly facilitated by the Trust Governance Professional to share best practice strategies, common processes and systems.

The Governance Professionals (formerly known as clerks) are appointed and line managed by the Trust centrally. As part of their duties they are expected to;

- Maintain a register of pecuniary and business interests of governors and senior staff at school level
- Maintain a register of pecuniary and business interests of Board of Trustees, Members and Central Team staff

The Governance Professional takes minutes at every meeting. The meeting minutes from the previous meeting must be uploaded onto Teams one week before the meeting. This enables all meetings to interlink, which facilitates a robust, clear reporting structure.

A governance work plan and training offer is published annually, LGB/AIB meetings are arranged in line with the timescales specified to ensure collaboration and compliance. Governance Professionals support the Central Team's marketing of the training offer.

The Trust will abide by all layers of governance as per clause 1.49 of the Academy Trust Handbook 2022.

2.10 External Reviews of Governance

The Trust will commission an independent external review of governance every 3 -5 years or as required, subject to the board undertaking any significant growth or change. If there are concerns around governance at any level, an external review will be commissioned.

3. LGB Appointment Process

The Headteacher will automatically sit on the LGB as ex-officio and will continue to do so whilst in post.

All governors will serve a term of office of four years. New governors regardless of type of governor will need to complete a pecuniary interest form, a skills audit and the NPAT induction training modules.

3.1 Co-opted Governors

All Co-opted governors on the LGB are recruited and approved by the Trust. Potential governors complete the relevant paperwork and meet with the Trust Governance Lead before being allocated a school.

A school visit with the Headteacher and Chair of Governors will be arranged prior to the first meeting attended.

3.2 Staff Governors

Staff governors are elected by school staff.

Where more staff express an interest than there are vacancies, an election will take place.

Members of the Senior Leadership Team (SLT) cannot serve as governors with voting rights but may be present at meetings if deemed to be appropriate.

3.3 Parent Governors

Parent governors will be elected by the parent body.

Where more parents express an interest than there are vacancies, an election will take place.

3.4 AIB Appointment Process

The Academy Improvement Board (AIB) will be solely identified and appointed by the Trust. It will consist of a group of professionals and be led by an experienced Chair.

The AIB will replace the LGB where it is deemed appropriate. Members of the existing LGB may sit on the AIB at the discretion of the Trust.

The Board of Trustees will delegate the oversight of the AIB to the CEO. At least one member of the Executive Team will sit on the AIB.

4. LGB/AIB Removals and Disqualifications

An LGB/AIB governor shall no longer serve on the LGB if he or she:

- I. Resigns by giving notice in writing to the Chair of the LGB/AIB;
- II. Is removed by the LGB/AIB, with notice given in writing. All recommendations to remove and reasoning must be discussed with the Trust Governance Lead before dismissal;
- III. Becomes incapable, by reason of mental disorder, illness or injury, of managing or administering their own affairs;
- IV. Is absent without the permission of the Chair of the LGB/AIB from two consecutive meetings or within a six-month period, and the LGB/AIB resolves that his or her office be vacated.
- V. Is a staff LGB/AIB governor and no longer works for the school of which they are a governor; (if they have the relevant skill set to fulfil an identified need they can become a co-opted member, this MUST be approved by the CEO before appointment);
- VI. Is a parent LGB/AIB governor but their child no longer attends the school of which their child is a governor, (if they have the relevant skill set to fulfil an identified need they can become a co-opted member, this MUST be approved by the CEO before appointment);
- VII. Has had their estate sequestrated and the sequestration has not been discharged, or is subject to a bankruptcy restrictions order;
- VIII. Is subject to a disqualifications order under the Company Directors' Disqualification Act 1986, or to an order made under the Insolvency Act 1986;
- IX. Is subject to an order of the Charity Commission removing them from the office of charity trustee, on the grounds of misconduct or mismanagement in the administration of the charity for which they are responsible, or to maladministration of which their conduct contributed;
- X. Is included in the list kept by the Secretary of State under Section One of the Protection of Children Act;
- XI. Is disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000;
- XII. Is barred from regulated activity relating to children within the meaning of the Safeguarding of Vulnerable Groups Act 2006;
- XIII. Has a direction made against them under Section 142 of the Education Act 2002, or he or she is subject to a prohibition order which takes effect as if contained in this direction;
- XIV. Has at any time been convicted of any criminal offence excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum

sentence is a fine or a lesser sentence, except where a person has been convicted of an offence which falls under the Charities Act 1993, section 72; and

- XV. Does not provide the Chair of the LGB/AIB with a criminal records certificate at an enhanced disclosure level. In the event that the certificate discloses information which in the opinion of the CEO confirms that person's unsuitability to work with children, that person shall be disqualified.
- XVI. The removal and disqualification of Trustees is set out in the Trust's Articles of Association.

5. Constitution of LGB/AIB

5.1 LGB

- 1 x Headteacher
- Up to 2 x Staff (elected by staff body)
- Up to 2 x Parents (elected by parent body)
- Up to 6 x Co-opted (appointed by the Trust)

5.2 AIB

- Up to 7 x members to be appointed by the Trust. Staff and Parents cannot sit on an AIB. The Headteacher will not have voting rights on the AIB.
- When the AIB transitions to an LGB, parent and staff members will be invited to join the LGB as part of the transition process.

6. Intervention Triggers

The Trust is ultimately responsible for all aspects of the provision of education in accordance with its legal obligations. The Trust elects to delegate many areas of decision making to individual schools but reserves the right to change the level of authority delegated in order to fulfil its legal obligations.

Where the Board of Trustees has concerns with regards to finance, the quality of education, behaviour or safeguarding, appropriate action will be taken to address these, including the option to remove the LGB and replace it with an AIB. Potential indicators of a school's underperformance are likely to include, weaknesses in published assessment information, external reports, internal scrutiny documentation, Parent View, parental complaints or critical incidents.

However, if at any time:

- Ofsted rate the school as a level 3 or 4;
- The school is predicted to have or has an in-year deficit budget except where any such deficit is planned and has been approved in advance by the Board of Trustees;
- An event occurs at or in relation to the school which is significantly damaging to the reputation of the Trust;
- The LGB does not act in a way which would be considered appropriate behaviour for an LGB

The Board of Trustees may alter or revoke the authority delegated to the LGB until such time as the Board of Trustees is satisfied that the event that has occurred has been rectified or ceases to cause concern. When making such decisions, the Board of Trustees shall have regard to any representation made by the LGB.

In addition, the Education Team will use key performance indicators as a tool for determining where support is required. If having identified support the school's performance continues to be of concern, the Trustees may revoke delegated authority.

7. Matters Reserved for the Board

The Board of Trustees are responsible for (and does not therefore delegate the following to management or any committee).

7.1 Strategy & Compliance

- Develop and review the organisation's Purpose, Vision, Mission, and Value
- Approval of Corporate Strategy
- Disposal or closure of legal entities and operations where this is outside the agreed business plan and budget

7.2 Compliance

- Approval of Terms of Reference
- Delegations of Authority
- Approval of Annual Accounts/Financial Statements annually
- Identification of risk appetite and high-level risk
- Approval of submissions to the ESFA and other regulators where these require corporate information
- Changes to governance arrangements or corporate structure
- Changes to the size of the Board
- Appointment and removal of Board members
- Appointment of the Chairman of the Board
- Membership of Board Committees
- Approval of the Terms of Reference of Board Committees
- Proposal of amendments to the Trust Articles of Association
- Proposal of amendments to charitable objects or registration with the Charity Commission

7.3 Corporate Operations

- Selection and ratification on appointment/termination of employment, terms and conditions of employment, pay, and conditions for the Chief Executive Officer
- Reviewing performance against Trust Plan and Budget on a quarterly basis
- Ensuring the Trust has in place, the systems, policies and procedures to ensure compliance with legislation and regulatory codes which affect the organisation

7.4 Finance

- Approval of Trust/school budgets for on an annual basis
- Approval of Financial Framework and Key Accounting Policies on the recommendation of the Business Finance Audit and Risk Committee
- Approval of Capital Expenditure in accordance with financial authorisation levels
- Approval of a commitment for a new build or regenerations development
- Ensuring proper accounting records are kept which disclose with reasonable accuracy the financial position of the Trust and any subsidiaries
- Approval of delegated Authorised Signatories to approve or amend bank mandates including verbal or electronic approvals
- Acquisition of equity holding in another organisation, where this is outside of the treasury management policy investment arrangements
- Material changes in any pension scheme rules
- Approval of levels of insurance, as recommended by CEO, CFO or COO

7.5 Business Operations

- Approval of the growth business plans annually
- Approval of significant development and new business activities which have not been considered through the business planning and budget approval process, including any development expenditure
- Approval of purchase or disposal of land or buildings
- Approval of new business activities where this is outside the parameters agreed through the business planning and budget process
- Approval of decisions in litigation or disputes involving more than £0.5m or being otherwise material to the interests of
- Decisions and actions not included within the scope of these responsibilities reserved to the Board or within the scope of the responsibilities delegated to the Business Finance Audit and Risk Committee or other committee or group are to be treated as having been delegated to the Chief Executive Officer unless the Board determines otherwise or the Chief Executive Officer considers it necessary or appropriate for a matter or issue to be reported or referred to the Board for determination.

8. Decision Making Matrix

8.1 Governance Structures

Strategy R= Responsible A= Approve	Headteachers	LGB/AIB	CEO	CFO	COO	Trustees	Members
Appointing and Removing Members							R
Appointing Trustees						R	
Removing Members and Trustees							R
Appointing and removing Chairs of LGBs			R			A	
Appointing and removing the Clerk to the Board			R			A	
Appointing and removing the Clerk to the LGB/AIB					R		
Deciding the committee structure for the Board						A	
Deciding the sub-committee structure for LGBs			R			A	
Agreeing Terms of Reference for all NPAT Trustee committees, LGBs and reviewing annually						A	
Setting the school day			R			A	
Setting the school year			R			A	

8.2 Strategic Leadership and External Partnerships

Strategy R= Responsible A= Approve	Headteachers	LGB/AIB	CEO	CFO	COO	Trustees	Members
Be responsible for the delivery of the long-term vision, values, strategy of the Trust and each School, ensuring the Trust's strategic plan is robust, accountable and promotes educational excellence.			R			A	
To make decisions around the size and growth of the Trust including potential new schools joining the Trust, re-brokerages and free school applications.			R			A	
To agree any changes to the Pupil Admission Number (PAN) or expansion of age range including 'bulge-classes'.		R	A				
Intervene in the management of a school where necessary including changing levels of delegation and assuming operational responsibility if appropriate.			R			A	
Approve the Admission Policy for schools			R			A	

8.3 School Improvement

Strategy R= Responsible A= Approve	Headteachers	LGB/AIB	CEO	CFO	COO	Trustees	Members
Monitoring and evaluating the implementation of the SIP: <ul style="list-style-type: none"> Studying data Conducting monitoring visits Receiving reports from the Headteacher and staff 		A					
Checking that each school is carrying out regular self-evaluation which is accurate and evidence-informed, validating and challenging the grades as appropriate.		R	A				
Monitoring and evaluating value for money at the school		A					
Monitoring and evaluating behaviour, safety, welfare and engagement with stakeholders		A					

8.4 Pupils, Parents and Community

To ensure that school websites and social media are maintained and compliant with all OFSTED/DfE requirements		A					
---	--	---	--	--	--	--	--

8.5 Financial Management

Strategy R= Responsible A= Approve	Headteachers	LGB/AIB	CEO	CFO	COO	Trustees	Members
Setting the Scheme of Financial delegation for each School			A	R		A	
Approving financial procedures and policies in accordance with legal and DfE requirements and best practice			A	R		A	
Approve the disposal of assets and compliance with the financial procedures and reporting systems						A	
To delegate and maintain procedures for effective audit in accordance with legal and DfE requirements						A	
To set the Trust Reserves Policy and to approve the use of any reserves held by the Trust and its schools				R		A	
To approve the formal budget plan for each school every financial year in accordance with DfE timeframes				R		A	
To approve annual accounts and regularity audit and submit to the ESFA						A	
Produce and monitor individual school monthly financial reports	R	A					
Produce and monitor consolidated Trust monthly financial reports				R		A	

8.6 Risk Management

Strategy R= Responsible A= Approve	Headteachers	LGB/AIB	CEO	CFO	COO	Trustees	Members
To ensure that Health & Safety policies and processes are compliant with Health & Safety law					R	A	
To ensure the effective implementation and compliance of all Health & Safety related policy and practice.					R	A	

8.7 Premises & Estates

To establish and implement a Trust-wide premises strategy and maintain strategic oversight to ensure that our schools meet statutory requirements and are fit for purpose			R		R	A	
Acquisition change and disposal of land or buildings			R			A	

8.8 Staffing

Recruiting & appointing Headteachers		A	A			A	
Recommending the staffing structure for each school within the scope of the agreed budget	R	A					
Approving the overall staffing structure for each school and the recruitment plan/appointment of leadership scale positions, SBMs and any emergency changes outside the agreed budget	R	A					

Strategy R= Responsible A= Approve	Headteachers	LGB/AIB	CEO	CFO	COO	Trustees	Members
Performance management of CEO						A	
Performance management of Headteachers including recommendations regarding pay		R	R			A	
Reviewing recommendations for pay progression and contract variations for both teacher and support staff salaries in each school	R	A					
Suspend or dismiss Headteachers and Central Team Staff			R			A	
Suspend or dismiss teachers and support staff	R	A					
Approve any leaving payments (redundancy, dismissal, early retirement) in accordance with Trust policy			A				

8.9 Policies

Approve statutory policies for use across the Trust						A	
Ensuring that all statutory policies and documents are in place and adhered to in each school		A					
Monitoring the implementation and evaluating the impact of all statutory policies at a local school level.		A					

8.10 Data Protection

Strategy R= Responsible A= Approve	Headteachers	LGB/AIB	CEO	CFO	COO	Trustees	Members
Ensure there is a Trust-wide Data Protection and GDPR policy and procedures, monitor compliance					R	A	
Review and rectify any weaknesses to overall outcomes of Trust-wide GDPR audits conducted internally or externally			R		R		
Ensure all Trust websites are GDPR compliant and in line with statutory guidance			R				
Periodic reporting about GDPR activity to the Audit and Risk committee			R		R	A	

9. NPAT Contact

If there are any queries regarding this documentation, please contact:

Julia Kedwards

NPAT Chief Executive Officer

Julia.Kedwards@npatschools.org