

Scheme of Delegation

The Role of the Members

Members are expected to take an 'eyes on, hands off' approach to the Trust's governance and operational work. The powers below are generally considered as latent and rarely require action.

They are signatories to the articles of association which includes definition of the trusts' charitable object and governance structure (where they are founding Members).

They may, by special resolution, amend the articles of association, subject to any restrictions created by the trust's funding agreement or charity law; may, by special resolution (which requires 75% rather than a simple majority of Members to agree) appoint new Members or remove existing Members other than, where there is one, the foundation/ sponsor body and any Members it has appointed.

They may appoint Trustees/Directors/Governors as set out in the trust's articles of association, and have power under the Companies Act to remove any or all serving Trustees/Directors/Governors; they may by special resolution issue direction to the Trustees to take a specific action; they may appoint the trust's auditors and receive the trust's annual audited accounts and they have the necessary authority to change the name of the charitable company and ultimately, wind up the academy trust.

The Role of the Directors

The Directors are responsible for the general control and management of the administration of the Norfolk Academies in accordance with the provisions set out in and Articles of Association. The Board of Directors is the accountable body for the performance of all academies within the Trust and as such must:

- Ensure clarity of vision, ethos and strategic direction
- Hold the Chief Executive Officer to account for the educational performance of the academies and their students, and the performance management of staff
- Oversee the financial performance of the trust and make sure its money is well spent

The Norfolk Academies Board delegates to the Chief Executive Officer responsibility for the day-to-day operations of the Trust.

The Role of the Chief Executive Officer

The Chief Executive Officer has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies and performance manages the academy Principals.

The Chief Executive Officer is the Chief Accounting Officer so has 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 Role of the Academy Principals

The academy Principals are responsible for the day-to-day management of their academies and are line managed by the Chief Executive Officer, but report to their respective Academy Council on matters which have been delegated to the Academy Councils.

The Role of the Academy Council

The Board of Trustees establishes the Academy Councils, appoints the Chair, ensures two parents are elected and determines what will be delegated.

Responsibilities include:

- Ensuring clarity of vision, ethos and strategic direction
- Holding the Principal to account for the educational performance of the academy and its students
- Performance management of staff
- Overseeing the financial performance of the academy and making sure its money is well spent.

Scheme of Delegation Matrix

The Scheme of Delegation Matrix identifies those who are **responsible (R)**, those who are **accountable (A)** and those who are kept **up-to-date (U)** on progress.

	Delegation				
	Members	Directors NA Board	Chief Executive	Principals	Academy Councils
Strategic Oversight and Overall Performance					
Provide strategic leadership and governance and determine the vision and overarching strategic aims of the Trust		R	A	U	U
Ensure that Norfolk Academies works to maximise the potential benefits of working together effectively with the sister organisations within the TEN federation	R	R			
Ensure the agreed underlying principles of the Trust are consistently adhered to	R	R	A	U	U
Undertake recruitment and performance management of the CEO		R			
Undertake recruitment and performance management of Principals		U	R		U
Undertake recruitment and performance management of senior leaders			R	R	
Support and promote succession planning and talent management across the Trust			R		
Provide challenge and support to the CEO		R			
Provide challenge and support to Principals		U	R		R
Provide challenge and support to senior leaders			U	R	

Develop and agree strategic and operational policies and monitor their impact		R	A	A	A
Ensure policy and procedures are followed with regard to any complaints or appeals and act as final decision maker where appropriate			A	A	R
Develop effective links within the Trust's community, communicating regularly and openly; and ensuring clear flows of communication across the Trust and with external partners		U	A	R	R
Ensure that academies meet their responsibilities to serve their community's needs in relation to the safeguarding and education of all students			A	A	R
Promote close links with individual academies through their Academy Council or otherwise and actively take into account and respond to the issues and risks they identify and escalate		U	R	A	A
Ensure there is always a link between governance and the parent community					R
Ensure that key duties are undertaken effectively across the organisation such as safeguarding, inclusion, special education needs and disability (SEND), and monitor the impact of the pupil premium and other targeted funding streams		U	A	A	R
Ensure an understanding of, and adherence to, responsibilities under the Equalities Act, promoting equality and diversity throughout the Trust including in relation to its own operation			R	A	

	Delegation				
	Members	Directors NA Board	Chief Executive	Principals	Academy Councils
Ensure the development of staff training programmes and a range of opportunities for professional and career development for all staff employed by the Trust			A	R	
Promote collaboration between the academies to actively seek opportunities for the academies to work together to benefit from: <ul style="list-style-type: none"> - sharing and implementing best practice and evidence based research findings - shared services and resources where appropriate - a broader range of opportunities for children creating the conditions for innovative thinking and dynamic classroom practice 			R	A	

Accountability for educational standards and outcomes					
	Members	Directors NA Board	Chief Executive	Principals	Academy Councils
Monitor and oversee the implementation of Trust and academy improvement and development or action plans focussing on academy improvement		U	R	A	
Ensure regular analysis and reporting of a wide range of progress data takes place across the Trust and that any mitigating actions are implemented with pace		U	R	A	
Set expectations through performance benchmarks and key performance indicators for educational standards; regularly monitoring progress and providing challenge, support or determining levels of intervention		A	R	A	
Determine curriculum priorities			A	R	

Accountability for financial standards, financial viability and risk management					
	Members	Directors NA Board	Chief Executive	Principals	Academy Councils
Set the overall Trust budget and approve academy budgets, ensuring financial viability of individual academies and the overall Trust		R	A	U	U
Ensure the Trust and the academies comply with their legal obligations, all ESFA policy and procedures, and requirements for financial reporting of academies		A	R	U	U
Ensure all financial accounting processes and procedures are robust and adhered to, that the accounts are properly audited and that the Scheme of Delegation is in place, adhered to and kept under review		A	R		
Determine the Trust's reserves/contingency policy		R	U		
Ensure appropriate insurance or risk cover is put in place		R	U		
Monitor and oversee the implementation of all academy financial action plans			A	A	R
Approve site and asset management strategies				R	A
Oversee any significant capital expenditure and building projects		A	R	A	A
Approve all funding applications			R	A	A
Develop and implement a risk management strategy, commissioning internal audit work as appropriate			R	A	
Ensure that best value is achieved in terms of central and external services provision		R	R		

Approved by the Norfolk Academies Board of Directors at the Board meeting held 20 September 2018