



Northumberland Church of England Academy Trust

Scheme of Delegation 2025-26 v2



Love

Care for each other.
Help others do well.
Support those in need.

Mark 12:31, John 3:16, John 13:24-35, Romans 12:10, 1 Corinthians 13:1 John 4:11



Inclusivity

Be welcoming and inclusive.
Celebrate each person's worth.
Forgive and make peace.

Matthew 6:12, Ephesians 4:2, Ephesians 4:32



Goodness

Work hard, do what is right.
Treat others well.
Do good and serve others.

Luke 6:31, Galatians 5:22, Hebrews 10:24, Peter 1:5



Hope

Aspire to be the best we can be.
Learn from our mistakes.
Show determination.

Psalms 25:21, Psalm 31:24, Psalm 33:18, Romans 15:4, Colossians 1:5



Truth

Tell the truth.
Take responsibility.
Act with integrity and respect.

Proverbs 12:17, Mark 12:14, John 1:17, John 8:22, John 14:6

This Scheme identifies the key decisions that are required in connection with the overall governance and management of Northumberland Church of England Academy Trust and the individual academies within it and should be read in conjunction with the NCEAT Articles of Association and Terms of Reference for Finance, Operations and Risk Committee (FORC), Endowment Trust Committee, Education Quality and Standards Committee and the Local Governing Bodies.

Whilst this scheme intends to cover all foreseen aspects of responsibility and procedure it is not exhaustive and when in doubt all parties should engage in meaningful consultation before acting, in order to ensure that the Trust meets the regulations as set out in the Academy Trust Handbook.



"Life in all its fullness"
John 10:10



Wisdom, knowledge, skills



Hope and aspiration



Dignity and respect



Investing in our people



Serving with integrity

Creating an inclusive, nurturing culture where all pupils are valued and empowered to flourish.

Delivering a broad and balanced curriculum, through quality teaching, focused on knowledge and skills for lifelong success.

Removing barriers and creating opportunities for personal development to enhance life chances.

High expectations for good behaviour and respect towards others, so all pupils can learn with dignity.

Valuing and developing staff, committed to continuous improvement and being 'employer of choice'.

Our thriving schools are at the heart of their communities, building positive, sustainable, relationships with neighbours.

Our Vision: 'Enabling everyone in our communities to let their light shine.' [Matthew 5:16]

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Next review	July 2027
Approved by Trust Board	August 2026
Effective:	Sept 2026

Ethos

Trust Board

- Set a distinctive Christian vision, ethos and mission for the Trust
- Ensure there is a close working relationship between the Trust and the Diocese as our sponsor
- Ensure that activity required to uphold the Christian ethos of the Trust is appropriately resourced

Headteacher/Principal

- Ensure that the ethos of the school is compatible and consistent with the ethos of the Trust
- Develop and implement an inclusive and distinctive Christian vision, monitoring its impact to ensure the school's original foundation is maintained (*C of E schools only*)
- Ensure that the school continues to strongly demonstrate its distinctiveness as a Church School as evaluated by SIAMS (*C of E schools only*)
- Ensure that the school's Christian distinctiveness is reflected in school communications including the website and communications with parents (*C of E schools only*)
- Ensure the website includes reference to the latest SIAMS report, relevant school policies and links to the local Parish (*C of E schools only*)
- Apply the Christian vision wisely and sensitively to ensure the curriculum and extra-curricular opportunities meet the learning and spiritual needs of all learners (*C of E schools only*)

Chief Executive Officer

- Deliver the Christian vision, ethos and mission for the Trust
- Responsible for engagement with the Diocese
- Ensure that the Trust's Christian distinctiveness is reflected in Trust communications including the website and communications with parents
- Provide support to the C of E schools prior to, during and after SIAMS inspections
- Support and challenge schools on their effectiveness as a Church school (*C of E schools*)

School Improvement Team

- Provide support to the C of E schools prior to, during and after SIAMS inspections
- Support the CEO and LGBs in the quality assurance of RE teaching, collective worship and the SMSC curriculum
- Undertake quality assurance of RE teaching, collective worship and the SMSC curriculum

Director of Governance

- Ensure that Trustees and Governors receive regular and appropriate training to enable them to fulfil their roles, including in respect of the Trust's and schools' Christian ethos

Local Governing Body

- Ensure that the ethos of the school is compatible and consistent with the ethos of the Trust
- Support the Headteacher/Principal to implement an inclusive and distinctive Christian vision, monitoring its impact to ensure the school's original foundation is maintained (*C of E schools only*)
- Ensure that the school continues to strongly demonstrate its distinctiveness as a Church School as evaluated by SIAMS (*C of E schools only*)
- Ensure that a robust and continuous self-evaluation process is in place that involves the school community in evaluating their effectiveness as a Church school (*C of E schools only*)
- Monitor and evaluate the effectiveness of RE teaching, collective worship and the SMSC curriculum in the school
- Understand the requirements of the SIAMS inspection process and support the Headteacher with any inspections (*C of E schools only*)

Key Policies and Documents

Collective worship policy
NCEAT Vision, Values and Ethos document
Religious Education Policy
SIAMs Inspection Framework (national)



Strategy

Trust Board

- Agree Trust-wide mission, vision, values and strategy
- Approve Trust-wide strategic plans including the annual Trust Development Plan
- Approve annual strategic plans and KPIs for Trust performance
- Agree proposed addition of schools to the Trust

Chief Finance & Operations Officer

- Develop and propose key performance indicators (KPIs) against the strategy and long term objectives for Trust performance in relation to Central Services

Headteacher/Principal

- Prepare and implement the school's annual development plan in line with the Trust expectations
- Develop an accurate self-evaluation summary
- Contribute to the development, implementation and monitoring of the Trust Board's strategy
- Develop and propose appropriate school level targets (KPIs)
- Undertake annual self-evaluation of the school's effectiveness in delivering vision and mission

Local Governing Body

- Ensure the Trust vision and values are embedded in each individual school
- Contribute to the development of the Trust strategies
- Oversee the implementation of the Trust's strategy as it applies to the school
- Question and provide support in the development of the school's annual Development Plan
- Receive school self-evaluation and challenge through questioning as appropriate
- Receive school level targets (KPIs) and challenge through questioning as appropriate

School Improvement Team

- Develop and propose key performance indicators (KPIs) against the strategy and long term objectives for Trust performance in relation to the School Improvement Team
- Support the CEO in advising Headteachers on appropriate school level targets (KPIs)
- Oversee the development and regular updating of accurate school self-evaluations (with CEO)
- Undertake annual self-evaluation of the School Improvement Teams' effectiveness in delivering vision and mission

Chief Executive Officer

- Develop and propose strategy to the Trust Board, including the five year strategy and the annual Trust Development Plan
- Implement the strategy approved by the Trust Board
- Develop and propose key performance indicators (KPIs) against the strategy and long term objectives for Trust performance
- Monitor progress against strategic aims and KPIs, taking corrective action as required
- Oversee the development and regular updating of accurate school self-evaluations
- Provide professional support and challenge to schools in developing and implementing their strategic plan
- Propose the addition of schools to the Trust

Education Quality & Standards Committee

- Contribute to development based on validated outcomes and school performance
- Monitor impact of Trust-wide school improvement strategies

Key Policies and Documents



Trust and School Development Plans (annual)
Self Evaluation summary documents

Sustainability

Trust Board

- Approves strategy for sustainability across the Trust ensuring consistency with C of E and DfE expectations

Finance, Operations and Risk Committee

- Monitor compliance with applicable laws and regulations and adherence to policy
- Set operational targets for the Trust and monitoring performance through KPIs

Director of Health & Safety & Estates

- Provide guidance and support to the CFOO and Headteachers/Principal in regards to minimising the environmental impact of the Trust's land and buildings and relevant operations

Headteacher/Principal

- Set school level plans and targets in conjunction with the CFOO
- Monitor performance against targets
- Report to the CFOO and the LGB

Chief Finance and Operations Officer

- Policy Owner
- Assist Headteacher/Principal to set school level plans and targets
- Monitor and report on carbon emissions
- Coordinate Trust wide sustainability activities
- Develop strategy for sustainability for recommendation to the Trust Board

Local Governing Body

- Support the headteacher/principal in developing the climate action plans for the school and in identifying challenges and opportunities
- Review progress against targets in the school's plans and challenge by questioning as appropriate
- Assist the Headteacher/Principal in engaging the local community in sustainability initiatives

Director of HR

- Working with the CFOO to embed culture of sustainability across the Trust, promoting environmental, social and economic responsibility

Key Policies and Documents

Financial Regulations
Climate Action Plans
NCEAT Sustainability Policy



Inclusion

Trust Board

- Approve the Trust's Inclusion Strategy
- Define the Trust's ethos, establishing a culture of belonging, anti-discrimination, and high expectations for all pupils and staff regardless of their background
- Set overall policies for inclusion
- Appoint a named Inclusion Trustee
- Monitor Trust level data on inclusion, serious disciplinary incidents, attendance and behaviour across Trust schools
- Monitor Trust data on equality and diversity across the Trust
- Support a culture across the Trust where everyone feels welcome
- Monitor pupil premium spending across the Trust and hold senior staff to account for the impact of this funding.

Education Quality & Standards Committee

- Monitor and evaluate outcomes for Pupil Premium and SEND pupils at Trust level, holding staff to account.

Chief Executive Officer

- Work to embed culture of inclusion across the Trust in line with the Trust's ethos
- Develop an annual Trust Inclusion Strategy and recommend for approval by the Trust Board
- Produce an annual Trust level report on Pupil Premium funding and its impact on pupils.
- Agree Trust-wide equalities statement and equality objectives

Headteacher/Principal

- Responsible for inclusion within the school, including the implementation of the Trust Inclusion Strategy at school level
- Ensure that the school has an appropriately qualified SENDCO
- Prepare the school SEND policy and SEND Information Report

School Improvement Team

- Support and monitor schools to deliver high quality SEND provision and culture of inclusion

Local Governing Body

- Appoint an Inclusion Link governor to report to the LGB and Inclusion trustee
- Monitor and evaluate outcomes for Pupil Premium and SEND pupils at school level, holding staff to account.
- Approve the school's SEND policy and the SEND Information Report

Director of HR

- Working with the CEO to embed culture of inclusion across the Trust in regards to staff
- Reporting on inclusion in regards to staffing

Key Policies and Documents

Child Protection and Safeguarding Policy
Exclusion policy (Trust) / DfE guidance
Keeping Children Safe in Education (DfE, annual)
Equality and Diversity Policy
Equality information and Objectives
Equality, Diversity and Cohesion Statement



Communication

Trust Board

- Ensure there is a clear vision, strategy and communication plan for the Trust
- Promote effective communication between the Trust Board, its committees, the LGBs and Executive Leadership Team.
- Ensure that key areas of focus for the Trust Board are communicated to the LGBs and through the CEO to Central Services and the ELT
- Promote effective communication between Chairs of the Trust Board and its committees with the Director of Governance

Chief Executive Officer

- Develop and recommend communication plan to the Board
- Promote effective communication between the Trust Board, LGB Chairs, Headteachers/Principals and other staff
- Ensure staff understand relevant organisational strategies and associated priorities
- Ensure that schools are communicating appropriately with their communities
- Responsible for Trust wide communication about schools, including inspection outcomes
- Use stakeholder feedback to inform Trust development plans

School Improvement Team

- Undertake the follow up of the annual staff survey for primary schools

Headteacher/Principal

- (With LGB Chair) ensure LGB members have all the information they require to be well informed about both the school and NCEAT
- (With LGB Chair) ensure the views of the LGB are well communicated to Trustees and central teams and the Executive Leadership Team
- Ensure that organisational priorities are understood by staff, parents and pupils as appropriate
- Ensure all staff and volunteers are trained and abide by policies and codes of conduct as regards communication including use of social media
- Ensure staff and parental surveys are carried out at least annually and followed up appropriately
- Conduct at least termly pupil voice activities and respond to any concerns identified
- Responsible for developing effective links with parents, carers, guardians and the wider community

Head of Marketing and Communications

- Support the CEO in the development of the communication plan
- Responsible for delivery of the plan
- Maintaining the Trust websites and social media accounts
- Advertise and provide support with campaigns
- Develop guidelines and protocols for internal and external communications

Local Governing Body

- LGB Chair (with Headteacher/Principal) responsible for ensuring LGB members have all the information they require to be well informed about both the school and the Trust
- LGB Chair (with Headteacher/Principal) responsible for ensuring the views of the LGB are well communicated to Trustees and the Governance team (for onward communication if necessary)
- Ensure the role of the LGB is communicated clearly to the school community
- Triangulate parental and staff feedback, ensuring that appropriate plans are in place to address concerns and key issues
- Monitor and help develop the school's links with parents, carers, guardians and the wider community
- Ensure that issues the LGB becomes alert to are communicated to the CEO and the Trust Board

Director of Governance

- Promote effective communication with Chairs of the Trust Board and its committees
- Ensure effective communication with clerks for the LGBs

Key Policies and Documents

NCEAT Vision
NCEAT Development Plan



Governance

Trust Board

- Legally responsible for the Trust, schools and their governance
- Responsible for the Board's own processes in line with the legal requirements as set down in the Articles of Association and the Trust's Funding Agreements
- Legally responsible for statutory compliance
- Agree the Scheme of Delegation
- Agree the governance structure and the roles and responsibilities of committees and individuals
- Agree the constitution, membership and terms of reference of committees including LGBs
- Decide whether to withdraw all or some of the delegated powers and functions from an individual school
- Responsible for recruitment and succession planning for Trustees
- Approve appointment of Local Governors (other than staff and parent governors) to ensure an appropriate balance of skills and effectiveness
- Evaluate their own processes and effectiveness
- Evaluate the performance and effectiveness of committees (including LGBs)
- Appoint the Chair and Vice Chair of new committees (excluding LGBs)
- Decide to establish any subsidiary company
- Appoint the Chair and Vice-Chair of the Trust Board
- Commission external governance review every 3 years
- Appoint parent governor(s) to the LGB where no nominees
- Conduct a biennial skills audit
- Suspend or remove members of school LGBs, including the Chair or Vice-chair
- Publish Chair's annual report on Trust performance and submit to members

Finance, Operations and Risk Committee

- Ensure central services is effective in its role

Chief Finance & Operations Officer

- Undertake annual self-evaluation of Central Services effectiveness in delivering vision and mission.

Chief Executive Officer

- Act on behalf of the Board to enable it to discharge its duties in relation to statutory compliance and the performance of schools
- Propose the Scheme of Delegation to the Trust Board
- Provide the Board and LGBs with advice and guidance to help them improve and evaluate their processes and effectiveness
- Make recommendations to the Board on local governance models

Local Governing Body

- May form sub-committees and panels to meet specific requirements in admissions, exclusions, hearings and appeals as set out in the relevant policies
- Evaluate its own processes and effectiveness
- Appoint chair and vice-chair

Headteacher/Principal

- With the Director of Governance responsible for recruitment of Governors and succession planning for the LGBs

Director of Governance

- Provide the Board and LGBs with advice and guidance to help them improve and evaluate their processes and effectiveness
- Propose the Scheme of Delegation to the Trust Board
- Support the Board and LGBs with their training and provide/arrange new Trustee/LGB induction
- Provide administrative support for Board and committee meetings
- Ensure that LGBs have a professional clerking service to drive effective governance
- With the Headteacher/Principal responsible for recruitment of Governors and succession planning for the LGBs
- Keep the Diocese informed on appointment of governors for C of E schools
- Conduct a skills audit for the LGBs

Key Policies and Documents

DfE Guidance: The Seven Principles of Public Life (The Nolan Principles)
 Academy Trust Handbook (DfE)
 Articles of Association for NCEAT
 Child Protection & Safeguarding Policy
 Code of Conduct for Trustees & Governors
 Financial Regulations Handbook for NCEAT
 Funding Agreements
 Academy Trust Governance Guide (DfE)
 Health and Safety Trust Policy Statement
 Register of Business Interests (NCEAT)
 Terms of Reference for committees, including LGBs



Policies

Trust Board

- Review and approve Trust wide statutory policies e.g. Child Protection and Safeguarding and other policies determined to be essential
- Delegate appropriate policy approval to Trust committees, LGBs or individuals eg CEO
- Approve the Trust policy master list annually

Director of Governance

- Oversight and management of Trust Policy master list - liaise with policy owner for review
- Liaise with appropriate Trust and school staff to ensure that policies are available on the Trust or school website as appropriate

Finance, Operations and Risk Committee

- Approve policies delegated by the Trust Board
- Approve exceptions to policy compliance
- Monitor adherence to scheduled updates for Trust

Chief Executive Officer

- Develop template policies, policy guidance and compliance checklists
- Ensure Policy Master list has all statutory policies included
- Approve policies delegated by the Trust Board
- Approve the intra-year addition of new policies to the Trust Policy master list (subject to the approval of policy itself by the relevant delegate)
- Monitor schools' adherence to the cycle of policy reviews
- Liaise with schools over schedules for policy review in line with the master policy schedule

Headteacher/Principal

- Regular updating of all school policies to ensure compliance
- Regular updating of process and procedures eg, attendance registers, complaints log, work experience procedures
- Recommend non-statutory policies to LGB

Local Governing Body

- Approve school level policies delegated by the Trust Board and ensure they reflect the school's ethos and values
- Approve non-statutory policies as recommended by the Headteacher

Education Quality and Standards Committee

- Approve policies delegated by the Trust Board

Endowment Trust Committee

- Approve policies delegated by the Trust Board

Chief Finance and Operations Officer

- Approve policies delegated by the Trust Board

Key Policies and Documents

NCEAT Policy Master list

Complaints

Trust Board

- Ensure that a suitable complaints policy is in place for the Trust and its schools
- Receive and where appropriate investigate complaints e.g. about the CEO or an LGB Chair
- Receive and pass on to the CEO complaints from the Department for Education (DfE), OFSTED and similar bodies, so that the CEO can prepare a response for the Chair of the Trust Board
- Review the number and type of complaints received across the Trust
- Trustee involvement in a stage 3 complaints panel as required

Chief Executive Officer

- Develop and review Trust wide Complaints Policy
- Monitor statutory compliance in relation to complaints
- Provide advice and guidance to ELT on complaints handling
- Draft a response for complaints from the Department for Education (DfE), OFSTED and similar bodies for the Chair of the Trust Board
- Review the number and type of complaints received across the Trust and report to the Trust Board
- Responsible for a stage 2 complaint if against a Headteacher/Principal

Directors of Governance, HR & Safeguarding

- Ensure complaints received at Trust office are directed to the appropriate person in line with the Complaints Policy

Local Governing Body

- Monitor complaints termly in line with Trust Complaints Policy
- Involvement in complaints which reach stage 3 of the Trust Complaints Policy
- Ensure that there is a regular cycle of review of the complaints log at school level so that learning can take place and improvements made

Headteacher/Principal

- Handle complaints at school level in line with Trust Complaints Policy (stage one and two)
- Ensure that all complaints received by the school are logged on the Trust complaints log spreadsheet and that all complaints are dealt with in line with the timescales set out the Complaints Policy
- Termly reporting of complaints to LGB
- Advise CEO when responding to complaints from DfE etc

Director of Health & Safety & Estates

- Investigate Health and Safety related complaints as necessary.

Key Policies and Documents

NCEAT Complaints Policy



Safeguarding

Trust Board

- Set overall policies for safeguarding and child protection to ensure appropriate action is taken in a timely manner to safeguard and promote children's welfare.
- Appoint a named safeguarding Trustee
- Monitor data on child protection, exclusions, serious disciplinary incidents, attendance and behaviour across Trust Schools
- Read the appropriate section(s) of the DfE's annual Keeping Children Safe in Education document and undertake safeguarding refresher training annually

Director of HR

- Ensure all staff, Trustees and Governors have appropriate child protection and other checks and are recorded on the Single Central Record

Director of Safeguarding

- Ensure that frameworks and policies are in place to enable the Trust to be compliant with safeguarding requirements
- Ensure all staff, Trustees and Governors receive appropriate safeguarding training relevant to their roles.
- Support, as required, the Trustee and Governors safeguarding links and school designated safeguarding links
- Prepare regular safeguarding report to the Trust Board
- Quality assure to monitor policy compliance

Chief Executive Officer

- Ensure that the Trust has a safeguarding support SLA with a suitably experienced and qualified independent advisor or organisation
- Ensure that the Single Central Register for centrally employed staff is checked at least termly
- Quality assure (with assistance of the CFOO and Director of Safeguarding as required) to monitor compliance with policies and effectiveness of practice
- Read the appropriate section(s) of the DfE's annual Keeping Children Safe in Education document and undertake safeguarding refresher training annually
- Line manage the Director of Safeguarding

Headteacher/Principal

- Responsible for safeguarding and child protection within the school, including policy compliance
- Act as or appoint a Designated Safeguarding Lead who is responsible for ensuring all staff are trained and up to date with safeguarding procedures
- Monitor links between attendance and safeguarding and ensure that appropriate pathways are followed.
- Ensure safeguarding is reported at every LGB meeting
- Check the Single Central Register at least termly.
- Read the appropriate section(s) of the DfE's annual Keeping Children Safe in Education document and undertake safeguarding refresher training annually

Local Governing Body

- Monitor and support the welfare and child protection in the school including: child protection, exclusions, serious disciplinary incidents, attendance and behaviour, and challenge through questioning as appropriate
- Appoint a safeguarding Link governor to oversee safeguarding and to report to the LGB and safeguarding trustee
- Ensure that the school Single Central Register is checked by the Headteacher/Principal at least termly
- Read the appropriate section(s) of the DfE's annual Keeping Children Safe in Education document and undertake safeguarding refresher training annually

Chief Finance and Operations Officer

- Quality assure to monitor compliance

Key Policies and Documents

Attendance policies (school)
Behaviour policies (school)
Child Protection and Safeguarding Policy
Exclusion policy (Trust) / DfE guidance
Keeping Children Safe in Education (DfE, annual)
Single Central Records (Trust and School)



Admissions

Trust Board

- Act as the legal Admissions Authority for all NCEAT schools
- Approve proposals that involve a "significant change" to the school's provision (as defined by the DfE) or that requires funds from the Trust's reserves
- Approve proposals to increase or decrease PAN of a Trust school
- Support Local Governing Bodies with exclusion reviews and appeals if required

Chief Executive Officer

- Advise Headteachers/Principals and develop model policy
- Advise Headteachers/Principals on Admissions issues
- Produce and submit a business case to the RD in line with DfE requirements for any Trust school where the Trust Board have approved a proposal for "significant change"
- Monitor statutory compliance in relation to admissions arrangements
- Approve proposals to make changes to a school's provision which is not a "significant change"
- Propose any increase or decrease in PAN to the Board
- Advise on approving admissions if a school is over-subscribed
- Advise on any requests to admit outside of normal age group
- Advise Headteacher/Principal on exclusion reviews and appeals

Headteacher/Principal

- Update the Admissions Policy annually for approval by the LGB
- Hold formal consultations as required periodically and for significant changes in line with the Admissions Code
- Ensure compliance with statutory obligations around admissions
- Respond to consultation by LA about naming the school in an EHCP
- Respond to requests for commissioned places (Castle School only)
- Publish all statutory admissions documentation on the school website
- Advise on any proposal to increase or decrease PAN
- Raise school profile for admissions
- Agree any in-year admissions (in consultation with LGB where this goes over PAN)
- Organise admissions appeals
- Recommend to LGB whether to offer or refuse admission if oversubscribed
- Recommend to LGB whether to admit outside of normal age group
- Responsible for permanent exclusions and suspensions and arrangements for alternative provision

Head of Marketing and Communications

- Provide support to the Headteacher/Principal in raising the profile of the school for admissions

Local Governing Body

- Approve the annual school Admissions Policy
- Decide to offer or refuse admissions based on recommendation from Headteacher if oversubscribed
- Approve requests to admit outside of normal age group on recommendation from Headteacher
- Review permanent exclusions and suspensions and arrangements for alternative provision
- Review on appeal Headteacher/Principal's decision for relevant exclusions and suspensions in line with DfE guidance; attend panel or appeal hearings of the school or other schools in the Trust
- Consider reinstatement of an excluded pupil when directed or recommended by an independent review panel
- Consulted on in-year admissions when exceeding PAN

Key Policies and Documents

Admissions Code (national)
Admissions policies for each school
Exclusion policy/DfE guidance



Curriculum

Trust Board

- Responsible for oversight of the curriculum as part of the overall strategy for school improvement

Education Quality & Standards Committee

- Agree Trust Curriculum Principles and Policy
- Monitor the implementation of the curriculum across the Trust (with the LGB), support, and challenge schools in the development and implementation of its curriculum
- Evaluate the impact and effectiveness of the curriculum principles and policy for all pupils
- Obtain assurance on statutory compliance of the curriculum

School Improvement Team

- Provide curriculum and statutory assessment guidance for all schools (EYFS, KS1 and KS2)
- Support CEO with quality assurance of curriculum, assessment, etc across all Trust schools
- Provide direction and support for the Trust subject leads and the delivery of the agreed curriculum 'End Points'
- Support LGBs in their role in regards to the curriculum

Chief Executive Officer

- Work with the Executive Leadership Team to review Trust Curriculum Principles and Policy for recommendation to the EQS
- Monitor the quality of education across the Trust and intervene if the curriculum is not meeting the needs of all children.
- Monitor the implementation of the curriculum across the Trust, support, challenge and advise the school in the development and implementation of its curriculum policy
- Responsible for monitoring statutory compliance on behalf of the Board
- Ensure primary to secondary curriculum continuity where NCEAT primary schools feed into Duke's
- Support and challenge schools on their extra-curricular provision

Chief Finance & Operations Officer

- Ensure that the appropriate facilities and resources are available to enable the Trust's Curriculum Principles and Policy to be met

Key Policies and Documents

Curriculum Principles and Policy (Trust)
School Curriculum Plans



Local Governing Body

- Agree school curriculum policy in line with Trust Curriculum Policy
- Know and understand the school vision and intent for the curriculum, and challenge through questioning as appropriate
- Know and understand the school's own evaluation of the quality of its curricular and co-curricular provision (eg Forest School)
- Support the school in the development and implementation of its curriculum, and challenge through questioning as appropriate
- Ensure senior leaders are held accountable for the overall quality of education within the school
- Monitor the effectiveness of the extra-curricular offer

Headteacher/Principal

- Responsible for the development and implementation of the school's curriculum policy
- Responsible for the quality of education provided across the school for all learners
- Responsible for the progression of learning across all subjects
- Responsible for ensuring statutory requirements regarding curriculum are adhered to across the school
- Responsible for determining the school's extra curricular offer and ensure delivery in line with DofE expectations
- Responsible for delivery of the curriculum

Teaching and Learning

Trust Board

- Responsible for statutory compliance
- Receive reports from the Education Quality and Standards Committee on the monitoring and evaluation of the quality of teaching across schools
- Ensure that sufficient resources are allocated to deliver teaching excellence

Chief Executive Officer

- Support, challenge and advise each school in its programme of improvement for teaching and learning
- Responsible for monitoring statutory compliance on behalf of the Trust Board
- Set the dates of school terms, holidays, Trust-wide training days and school specific training days
- Advise the Headteacher/Principal on the times of school sessions

Local Governing Body

- Know and understand the school's own evaluation of the quality of teaching and ensuring the Headteacher is held accountable for improvements
- Support the school with its Development Plan and in its programme of improvement, and challenge through questioning as appropriate

School Improvement Team

- Work with the CEO to support, challenge and advise each school on its programme of improvement for teaching and learning
- Responsible for monitoring statutory compliance
- May be delegated responsibility for the line management of selected primary Headteachers in agreement with CEO
- Support Headteachers to implement the agreed assessment systems
- Supporting all Trust primary schools and schools who may join the Trust
- Provide an annual schedule of professional development for teachers and teaching assistants
- Lead and oversee all aspects of the ECT programme
- Identify and challenge underperformance and provide coaching support for teachers.

Education Quality & Standards Committee

- Monitor and evaluate the quality, impact and effectiveness of teaching across schools, reporting to the Trust Board
- Provide assurance to the Board on the schools' self evaluation of teaching and programme for improvement

Headteacher/Principal

- Responsible for the quality of teaching in the school according to Trust policies and guidance
- Responsible for monitoring statutory compliance
- Responsible for the accurate self-evaluation of the quality of teaching, its strengths and weaknesses and for taking action to improve the quality of teaching
- Responsible for implementing an appropriate assessment system to provide data on the impact of teaching and learning
- Set the times of school sessions

Key Policies and Documents

School Development Plans



School Improvement

Trust Board

- Create robust accountability, oversight and assurance for educational performance through the Trust school improvement strategy
- Hold executive leaders to account for the educational performance of Trust schools and their pupils
- Accountable for the attainment and progress of disadvantaged pupils
- Commission, receive and consider reports from external advisers

Education Quality and Standards Committee

- Monitor attainment and progress Trust-wide
- Maintain an overview of standards of attainment across all schools
- Support and challenge executive leaders in regards to the educational performance of Trust schools, especially those categorised as being 'at risk'
- Receive and consider reports from external advisers such as SIPs
- Strategic oversight of the quality of education and evaluation of educational quality and standards
- Report to the Board if formal intervention may be required
- Receive OFSTED and SIAMS reports and report concerns on school readiness to the Board
- Ensure the CEO and SIT take action to secure rapid improvement where needed

Chief Executive Officer

- Provide professional support and challenge to schools to drive improvement and high standards
- Set annual key performance indicators (KPIs) for schools relating to the quality of education in consultation with LGB Chairs and School Improvement team
- Monitor schools' performance
- Report to the EQS on schools' performance against targets
- Monitor schools' response to the recommendations of inspections
- Monitor pupils' quality of education
- Monitor progress and attainment of different groups of pupils e.g. disadvantaged, SEND, etc
- Advise Headteacher/Principal on the school's self-evaluation and school development plan

Headteacher/Principal

- Responsible for accurate self-evaluation of the school, its strengths and weaknesses and for implementing a development plan based on the evaluation
- Ensure a high quality of education is provided for all pupils
- Have a detailed understanding of pupil attainment and progress (including specific groups), underpinned by sound evidence (including at individual pupil level)
- Ensure appropriate action is taken in a timely, consistent and strategic way to address areas of weakness and improve academic performance, drawing on the best available evidence and monitor impact

Local Governing Body

Responsible for knowing, understanding and challenging through questioning as appropriate:

- The school's self-evaluation of significant strengths and weaknesses
- The school's response to the recommendations of its last inspection
- Pupils' overall progress and attainment
- Progress and attainment of different groups of pupils e.g. disadvantaged, SEND, etc.
- Provisions in place to support pupils' progress and attainment (including specific groups), and for knowing and understanding the impact of those provisions
- Approve the school's improvement plan
- Receive and consider reports from advisers such as the SIP or SIT

School Improvement Team

- Provide strategic direction and quality assure the provision for Early Reading, Writing and Numeracy according to agreed principles
- Support and monitor the development of excellent Early Years provision in all schools
- Support the Headteacher/Principal/Senior Leadership Teams in their self-evaluation and Ofsted and SIAMS preparation
- With the CEO, support challenge and advise on the school's development plan
- Monitor and report on attainment for primary schools

Key Policies and Documents

Inspection Reports (where applicable)
Governor, Trustee and CEO visit reports
Key Performance indicators in Development Plans
Post inspection action plans (where applicable)
School Self Evaluation summaries



Recruitment

Trust Board

- The Trust is the employer of all NCEAT staff
- Appoint the CEO in line with Trust policy and procedure, Academy Trust Handbook and HR advice - prior to appointment, contact the RD in advance to discuss structure and options, including plans for recruitment.
- Chair or Vice-Chair to agree and full Board to ratify the appointment of Headteachers/ Principals
- Appoint/suspend/dismiss Director of Governance / Clerk to Trust Board (Delegated to CEO and another trustee; Trust Board to ratify appointment)
- Agree terms and conditions of employment (if relevant)

Director of HR

- Provide the Board, ELT and LGBs with professional support and advice relating to the recruitment of staff and on dismissal/suspension.
- Responsible for recruitment to central team positions (excluding Director of Governance) in liaison with the CFOO, ensuring it is in line with all relevant Trust policies
- Ensure that relevant policies are in place
- Advise on terms and conditions of employment
- Provide FORC, LGBs and schools with relevant data regarding HR, staff recruitment and retention, including Trust and national benchmarks where available
- Ensure sufficient central team members are trained on safer recruitment training and maintaining training records
- Ensure that all recruitment paperwork is completed and is kept in line with the Retention Policy

Chief Executive Officer

- Appoint Headteacher/Principal as part of an appointment panel with the LGB and/or another Trustee, and subject to the agreement of the Chair or Vice-Chair of the Board
- Apoint SIT members
- Monitor statutory compliance with safer recruitment on behalf of the Trust Board
- Support Headteachers and LGBs by joining appointment panels for senior leadership team members, depending on school risk
- Recommend CFOO appointment for approval by FORC
- Consulted on Trust wide primary teaching roles
- Propose terms and conditions of employment

Headteacher/Principal

- Appoint all leadership and TLR roles in close consultation with the LGB and Director of HR
- Appoint all other school staff in line with Trust procedures and inform LGB of all appointments
- Ensure, with the Director of HR, appointments are in line with all relevant Trust policies and appropriate job descriptions and pay rates are deployed
- Appoint designated leads at school level for statutory roles e.g. safeguarding, LAC
- Responsible for statutory compliance with safer recruitment requirements
- Know and understand training requirements for safer recruitment and ensure sufficient senior staff are trained

Chief Finance & Operations Officer

- Responsible with Director of HR for appointment, of central services staff (excl Director of Governance)

Local Governing Body

- LGB representation on panel for the appointment of Headteacher/Principal
- Form part of an appointment panel for leadership and TLR roles
- Use key performance data provided by the school and HR, staying fully aware of the school's activity in terms of its staff, staffing structures and more general HR data
- Know and understand the training requirements for safer recruitment
- Advised by Headteacher/Principal of appointment of other school staff - may be invited to panel

School Improvement Team

- Support Headteachers/Principals with staffing and recruitment
- Appoint, in consultation with the CEO, Trust wide primary teaching posts.
- Lead on recruitment where multiple posts of the same level are required across several schools

Finance, Operations & Risk Committee

- Approve the appointment of the Trust CFOO in consultation with and on the recommendation of the CEO

Key Policies and Documents

- Academy Trust Handbook
- Burgundy Book (National)
- Child Protection & Safeguarding Policy (NCEAT)
- Equality & Diversity Policy (NEAT)
- Green Book (National)
- National Joint Council for local Government pay
- Recruitment & Selection Policy (NCEAT)
- School Teachers' Pay and Conditions Document
- Pay Policy (NCEAT)



Staffing and Pay (1)

Trust Board

- Approve Trust policies for pay including terms and conditions of employment and setting of pay scales
- Determine CEO salary range, pay progression and approve flexible working requests

Director of HR

- Develop policies for pay with CEO and advise on compliance
- Moderate pay progression of school based staff
- Approve the outcome of the probationary period for support staff if not automatic
- Evaluate any new roles and ensure that correct salary range is determined
- Advise on the exercise of discretions under the LGPS
- Advise and support on starting salary ranges
- Approve proposal to refuse alternative employment to an "at risk" employee

Chief Finance & Operations Officer

- Propose pay progression of Central Services team leaders
- Decide starting salaries and ranges for central team staff

Chief Executive Officer

- Develop pay policies with HR Director
- Determine Headteacher/Principal and school improvement staff pay progression, within agreed ranges (for the Headteacher/Principal in consultation with LGB Chair)
- Decide starting salaries and ranges for Headteacher/Principal and SIT
- Determine and review (e.g. if significant growth) Headteacher/Principal salary range in line with STPCD, consulting HR and LGB Chair
- Agree new staff roles and ensure that new roles are within the budget and are evaluated by HR
- Decide Headteacher flexible working requests in consultation with LGB
- Propose the exercise of discretions under the LGPS

Finance, Operations & Risk Committee

- Determine CFOO salary range, pay progression and approve flexible working requests
- Approval of discretions under the LGPS Employer Discretions Policy

Local Governing Body

- Consult with the CEO on Headteacher/Principal pay progression and flexible working requests
- May be requested to be part of an appeal panel for pay, etc.

Headteacher/Principal

- Ensure all Trust HR policies and processes are implemented at school level
- Ensure pay reviews are conducted in line with equality requirements, Trust policies and procedure and recommend pay progression for school based staff
- Advise on starting salaries and ranges for school staff

Key Policies and Documents

- Capability Procedure
- Flexible Working Policy
- Leave of Absence Policy
- Staff Code of Conduct
- Staff Disciplinary Policy
- Staff Grievance Procedure



Staffing and Pay (2)

Trust Board

- In line with Trust policy and procedures and in consultation with HR:
- Investigate and make decisions regarding CEO under disciplinary, grievance, capability, sickness absence policies etc.
- Contingently approve non-contractual/statutory dismissal payments or settlement agreements over £50k (and approve submission to DfE for approval)
- May be requested to be part of an appeal panel for pay, disciplinary, etc.
- Suspend or dismiss CEO

Director of HR

- Agree staffing structures, with schools, in line with budgets conferring with the CEO, CFOO, Finance and the Headteacher.
- Advise and support on flexible working requests
- Advise on leave of absence requests
- Consulted on disciplinary, capability and sickness absence policies
- Responsible for outcome of probationary period for support staff

Chief Finance & Operations Officer

- Propose Central Services team staffing structure and any restructuring
- Decide leave of absence requests for Central Service staff in consultation with HR
- Suspend or dismiss Central Services staff (excl Director of Governance)

Chief Executive Officer

- Approve final staffing structures, with the HR Director in line with budgets
- Propose SIT restructuring to EQS
- Approve any Central Services team restructuring with a cost impact of £10k or less a year
- Suspend/dismiss Headteacher/Principal or Director of SIT
- Decide Headteacher/Principal flexible working requests in consultation with LGB
- Decide leave of absence requests for Central Services staff in consultation with HR
- In line with Trust policies and procedures in consultation with HR:
 - Approve non-contractual/statutory dismissal payments or settlement agreements under £20k
 - Investigate and make decisions regarding Executive Leaders under disciplinary, grievance, capability policies etc.

Finance, Operations & Risk Committee

- Approve Central Services staffing structure (annually) and any restructuring with a cost impact of more than £10k a year
- Approve changes in role grading for Central Services Team Leaders
- Approve non-contractual/statutory dismissal payments or settlement agreements between £20k and £50k
- Suspend or dismiss CFOO

Local Governing Body

- Understand the school staffing structure
- Consulted on suspension/dismissal or Headteacher/Principal
- May be requested to be part of an appeal panel for disciplinary, etc.

Headteacher/Principal

- Propose annual school staffing structure
- Approve the outcome of the induction period for ECTs
- Advise on the outcome of probationary period for support staff
- In line with Trust policies and procedures in consultation with HR, for school staff:
 - Decide leave of absence requests
 - Decide flexible working requests
 - Investigate and make decisions under disciplinary, capability, grievance, sickness absence policies etc

Education Quality and Standards Committee

- Approve school improvement team staffing structure (annually) and any restructuring as proposed by CEO

Key Policies and Documents

- Capability Procedure
- Flexible Working Policy
- Leave of Absence Policy
- Staff Code of Conduct
- Staff Disciplinary Policy
- Staff Grievance Procedure

Staff Professional Development, Appraisal and Wellbeing

EVERYONE TO ENSURE THE MANAGEMENT OF WORKLOAD AND THE WELLBEING OF STAFF IS CONSIDERED IN ALL STAFFING RELATED DECISIONS

Trust Board

- Approve Trust policies for appraisal
- Responsible for the appraisal of the CEO
- Approve the Trust's HR / People strategy and monitor its impact
- Ensure that staff development is given appropriate attention and resource by ELT
- Hold to account, challenge and support ELT to performance manage and develop effectiveness of staff

Director of HR

- Ensure that relevant policies are in place and develop appraisal policy with CEO
- Provide professional support for appraisal across the Trust
- Provide and deliver an induction programme for new staff
- Coordinate staff wide training events with CEO
- Develop and implement the HR / People strategy
- Ensure availability of development resources
- With the CEO, monitor the professional development provided by schools to ensure that there are appropriate opportunities for all staff
- Provide and record CPD for Central Services
- Identifying trends from available data sources and implementing / advising on strategies to support staff wellbeing
- Ensure staff receive wellbeing support when needed

Chief Finance & Operations Officer

- Responsible for the leadership of appraisals within Central Services
- Responsible for appraisal of Director of Governance with Chair and CEO
- Monitor the impact of the Trust's HR / People Strategy at team level

Chief Executive Officer

- Develop Trust appraisal policy with HR
- Responsible for Headteacher annual appraisal in conjunction with Chair of the LGB and one other governor, supported by an independent advisor
- Responsible for CFOO annual appraisal with the Chair of FORC and one other trustee
- Responsible for SIT appraisal consulting EQS
- Responsible for Director of Governance annual appraisal with the Chair of Trust Board and CFOO
- Review the HR / People strategy prior to Trust Board approval
- Ensure there are professional development opportunities for ELT
- Coordinate Trust wide staff training events with ELT and Director of HR
- Coordinate talent development and succession planning for senior leadership across the Trust schools
- With the Director of HR, monitor the professional development provided by schools to ensure that there are appropriate opportunities for all staff
- Responsible for deciding Trust wide CPD dates
- Assist in providing wellbeing support to staff as needed especially due to the additional pressures of external reviews

Director of School Improvement

- Monitor the impact of the Trust's HR / People Strategy at team level (eg. in regards to related targets in the strategy)

Local Governing Body

- Chair and one other governor responsible for Headteacher annual appraisal, in conjunction with the CEO and independent advisor
- Monitor the impact of the Trust's HR / People Strategy at school level
- Monitor effectiveness of professional development, talent management and succession planning for all school based staff and support and challenge through questioning as appropriate

Headteacher/Principal

- Responsible for the leadership of appraisal for school staff in line with Trust appraisal policies and procedures, development plan and Trust HR / People strategy
- Report on CPD and its impact
- Maintain a structured approach to talent management and succession planning at school level
- Ensure staff are able to benefit from appropriate professional development opportunities, (including internal and external opportunities), in line with talent management objectives
- Ensure that CPD is recorded for staff
- Responsible for deciding school CPD dates

Education Quality and Standards Committee

- Consulted by the CEO on the appraisal of the SIT team
- Consider staff and Headteacher/Principal wellbeing

Key Policies and Documents

- Staff Development Strategy (annual)
- Appraisal Policy



Finance (1)

Members

- Appoint or remove external auditors
- Receive the annual accounts

Trust Board

- Legally responsible for the Trust's assets and accounts and for statutory compliance
- Maintain robust financial oversight in accordance with Academy Trust handbook - consider the management accounts at each meeting
- Approve Trust revenue and capital budget to submit to DfE
- Approve the opening or closing of Trust bank accounts
- Recommend appointment/removal of external auditors to the members
- Approve the annual report and accounts and approve for submission including signed statement on regularity, propriety and compliance, with governance statement demonstrating value for money
- Sign off the letter of representation for external audit
- Approve the Trust's scheme of financial delegation
- Maintain a clear policy for managing reserves

Local Governing Body

- Monitor spending of ring-fenced grants such as Pupil Premium or Sports Premium to ensure impact
- Receive management accounts for information

Finance, Operations & Risk Committee

- Provide oversight of Academy Trust Handbook compliance
- Review and recommend for approval by the Trust Board, the budget forecast outturn to submit to the DfE
- Monitor financial performance against budget and forecast at least every two months
- Direct action in response to financial forecasts
- Recommend financial decision levels and limits to the Trust Board
- Advise Board of any variance from budget, non-compliance, issues from assurance reviews and audits and any materially significant matters
- Agree financial procedures and internal financial controls in the financial regulations
- Decide internal assurance arrangements including appointment of internal auditors who report directly to FORC without executive filtering
- Recommend appointment/removal of external auditors to the Trust Board
- Agree any GAG or reserve pooling proposed by the CEO and CFOO

Headteacher/Principal

- Contribute to school budget planning with CFOO
- Responsible for controlling costs and ensuring school budget commitments under their control are met
- Plan the spending of ring fenced grants, ensure that this is in line with the conditions and report the impact to the LGB

Chief Executive Officer

- Act as NCEAT's Accounting Officer
- Responsible for compliance with the Academy Trust Handbook and Funding Agreements
- Propose GAG or reserve pool funding to FORC
- Responsible for statement on regularity, propriety and compliance, with governance statement demonstrating value for money

Chief Finance & Operations Officer

- Act as NCEAT's Chief Finance Officer
- Produce accurate monthly management accounts and commentary
- Provide accounting, financial planning and financial systems services for schools
- Prepare the annual revenue and capital budget and budget forecast outturn to submit for approval by the Board
- Propose a rolling programme of internal scrutiny for approval
- Propose to FORC
 - GAG or reserve pool funding
 - financial forecasts
 - annual report and accounts
 - Trust's scheme of delegation
 - financial regulations to FORC
 - reserves policy
 - the opening and closing of bank accounts
- Suggest appointment / removal of external auditors to FORC

Key Policies and Documents

Academy Trust Handbook (DfE)
Funding Agreements



Finance (2)

Trust Board

- Ensure adherence by the Endowment Trust Committee to the terms of the Deed of Gift
- Confirm the risk appetite in regards to the investment of the Endowment Fund assets

Local Governing Body

- Support the Headteacher/Principal with applications for additional funding e.g. charity grants, Endowment Trust

Endowment Trust Committee

- Approve grants from the Endowment Trust Fund in accordance with the terms of the deed of gift and Committee terms of reference
- Make recommendations to the Trust Board in regards to the investment of the endowment fund
- Ensure external audit of financial statements
- Report to the Trust Board, giving an annual overview and summary of successful grants at each meeting
- Assess the effective impact and efficient use of the funds which have been successfully granted
- Approval of investment policy and appoint an investment manager in accordance with the policy

Finance, Operations & Risk Committee

- Identify and report/seek approval for related party transactions,
- Contingently approve novel, contentious or repercussive transactions outside statutory norms / ensure submission to the DfE for approval
- Ensure conflicts are robustly managed
- Ensure benchmarking and Trust wide value for money in accordance with financial regulations
- Review and approve Trust wide procurement strategies via the financial regulations
- Review and obtain assurance in regards to the Trust's contracts register
- Oversee NCEA Trading limited
- Acknowledge all correspondence from the DfE, ensure reported to the Board and responded to

Chief Finance & Operations Officer

- Propose to FORC
 - related party transactions,
 - novel, contentious or repercussive transactions outside statutory norms
 - the Trust contract register
- Propose investment of Endowment Funds
- Maintain books and records for NCEA Trading Limited

Headteacher/Principal

- Apply for additional funding e.g. Endowment fund, charity grants as appropriate

Key Policies and Documents

Academy Trust Handbook (DfE)
Funding Agreements
-Financial Regulation Handbook



Risk

Trust Board

- Overall responsibility for the risk management framework and management of risk
- Approve the Trust approach to risk management, including setting risk tolerances and determining risk appetite
- Agree a Trust Risk Register and review at least termly
- Receive Chair's update of the Finance, Operations and Risk Committee at each of its meetings
- Chair to be nominated as a whistleblowing contact
- Ensure that appropriate/proportionate controls to prevent cyber crime, & take action to meet the DfE's cyber security standards

Finance, Operations & Risk Committee

- Monitor and review the FORC Risk Register at least termly and advise the Trust Board of any significant changes in risk profile
- Approve the Trust Business Continuity Plan
- Ensure that robust systems and procedures are in place to meet legal and regulatory requirements
- Advise the Board on any significant changes in risk profile

Chief Executive Officer

- Manage the strategic risks facing the Trust
- With CFOO, maintain, regularly review and update the Trust and FORC Risk Registers
- Propose systems and procedures to meet legal and regulatory requirements
- Ensure school compliance with policy including existence and regular review of school risk register
- Named as a whistleblowing contact

Chief Finance & Operations Officer

- Draft and implement a Trust Risk Management framework
- Propose systems and procedures to meet legal and regulatory requirements
- Develop and implement a Trust Business Continuity Plan
- Maintain, regularly review and update the Trust and FORC Risk Registers with the CEO
- Support and guide the Headteachers/Principals in the preparation, operation and maintenance of school risk registers
- If it becomes clear that the Headteachers/Principals are not carrying out their responsibilities, take over responsibility for any failing risk register until such time as confidence in the Headteacher/Principal's ability to operate the register returns
- Maintain relationship with external whistleblowing partner

Local Governing Body

- Review the School Risk Register twice a year, and challenge through questioning as appropriate
- Escalate to the Trust Board any significant changes in risk
- Approve school business continuity plans

Headteacher/Principal

- Responsible for risk management at their school, including the maintenance, accuracy, robustness and regular review of a school risk register with the guidance and support of the CFOO
- Responsible for developing and reviewing school business continuity plans

Key Policies and Documents



Academy Trust Risk Management - DfE guidance
Business Continuity Plan
School Risk Registers
Risk Management Policy
Trust Risk Registers

Estates

Trust Board

- Approve Estates strategy
- Decide to acquire or dispose of land or freehold property
- Decide any purchase or sale of any freehold property
- Take up any leasehold or tenancy agreement on land or buildings for 7 years or more
- Grant a leasehold interest, including a tenancy agreement, of any duration on land or buildings
- Review and approve 'planned' capital project expenditure proposals relating to premises over £199,999
- Approve bids for capital funding over £199,999 outside of SCA e.g. growth funding

Chief Finance & Operations Officer

- Develop and review strategy for Estates in line with the DfE Good Estates Management for Schools (with CEO)
- Advise on the acquisition or disposal of land or freehold property
- Advise on the purchase or sale of any freehold property
- Advise on the grant of any leasehold interest or tenancy of any duration on land or buildings
- Responsible for developing plans for SCA capital expenditure with CEO and Director of Health & Safety & Estates
- Develop and review spend criteria for SCA, including emergency works
- Advise on any bid for capital funding outside of SCA
- Responsible for organising condition surveys for all schools on rolling 3-5 year basis, along with new schools joining Trust
- Responsible for obtaining insurance valuations (rebuilding) where required under the Financial Regulations
- Subject to the Financial Regulations, approve any leasehold or tenancy agreement on land or buildings for less than 7 years

Chief Executive Officer

- Develop and review strategy for Estates in line with the DfE Good Estates Management for Schools (with CFOO)
- Advise on the acquisition or disposal of land or freehold property
- Advise on the purchase or sale of any freehold property
- Advise on the grant of any leasehold interest or tenancy of any duration on land or buildings
- Responsible for developing plans for SCA capital expenditure with CFOO and Director of Estates, Health & Safety
- Advise on any bid for capital funding outside of SCA
- Receive, review and report to the Board and relevant committees on proposals by schools for planned capital works

Finance, Operations & Risk Committee

- Review and recommend Estates strategy to Trust Board
- Review and approve 'planned' capital project proposals up to £199,999 using School Condition Allocation (SCA) capital funds
- Approve bids for capital funding up to £199,999 outside of SCA e.g. growth funding
- Approve 'reactive' and 'emergency' capital spending
- Review the arrangements for insuring land and buildings
- Where required under the Financial Regulations approve any leasehold or tenancy agreement on land or buildings for less than 7 years

Local Governing Body

- Monitor planned and approved capital works
- With the Headteacher, suggest priorities for capital expenditure to raise with Director of Health & Safety & Estates

Director of Health & Safety & Estates

- Provide the Trust Board and schools with professional support, challenge and advice relating to the maintenance and safety and security of Trust premises
- Responsible for monitoring compliance with statutory regulations relating to premises
- Responsible for developing plans for SCA capital expenditure with CEO and CFOO
- Delivery of Estates Strategy in line with DfE Good Estates Management for Schools
- Responsible for lettings staff until transition to Vivify

Headteacher/Principal

- Responsible for the maintenance of the school and facilities, with support from the Central team
- Responsible, with the CEO/CFOO, for developing priorities for capital expenditure in line with condition surveys and other estates information

Key Policies and Documents

NCEAT Estates Strategy
Financial Regulations



Health and Safety

Trust Board

- Ensure the Trust is compliant with Health and Safety standards
- Promote and monitor the health, safety and well-being of staff and pupils
- Serve as the employer under the Health and Safety at Work Act 1974
- Set overall policies for health and safety that are applicable Trust wide
- Monitor and periodically review health and safety performance
- Ensure adequate resources are made available for the discharge of the employer's health and safety duties
- Delegate appropriate powers and responsibilities for Health and Safety to the Finance, Operations & Risk Committee

Finance, Operations & Risk Committee

- Monitor Health and Safety compliance at Trust level
- Promote and monitor the health, safety and well-being of staff and pupils
- Appoint a Trustee to lead on Health and Safety across the Trust and liaise with the LGB Health and Safety Governors

Chief Finance & Operations Officer

- Develop health and safety policies with the Director of Health & Safety and Estates and CEO and monitor performance reporting to Trust Board

Chief Executive Officer

- Ensure the Trust is compliant with Health and Safety standards
- Promote and monitor the health, safety and well-being of staff and pupils
- Appoint a competent health and safety professional
- Develop health and safety policies with the Director of Health & Safety and Estates and CFOO and monitor performance reporting to Trust Board
- Take any decisions at a Trust level to ensure that health and safety regulations are followed

Director of Health & Safety & Estates

- Ensure that frameworks are in place to enable the Trust to be compliant with Health and Safety standards and training provided to central Estates team
- Promote and monitor the health, safety of staff and pupils
- Provide health and safety advice and support to all schools and central team
- Provide central team staff with the training, information, instruction, and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner
- Develop health and safety policies with the CEO and CFOO and monitor performance reporting to Trust Board
- Submit RIDDOR reports to the HSE
- Liaise with enforcing authorities

Local Governing Body

- Monitor Health and Safety compliance at school level
- Monitor the health, safety and well-being of staff and pupils
- Appoint an LGB member to have specific responsibility for health and safety in the school and to meet with the Trustee
- Monitor and support the health and safety performance at the school, and challenge through questioning as appropriate
- Monitor school accident patterns and trends

Headteacher/Principal

- Promote and monitor the health, safety and well-being of staff and pupils
- Accountable for health and safety performance within the school
- Ensure that school H&S policies are reviewed in accordance with Trust requirements including those determined by local risk assessment
- Responsible for the implementation of health and safety policies and for statutory compliance
- Ensure that all staff within their school have received sufficient training, information, instruction, and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner
- Responsible for providing reports on health and safety to the LGB

Key Policies and Documents

NCEAT Health and Safety Policy Statement
School Health and Safety Policies



Key abbreviations and acronyms in this document

C of E: Church of England	HR: Human Resources	RIDDOR: Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
CEO: Chief Executive Officer	HSE: Health and Safety Executive	RD: Regional Director
CFOO: Chief Finance & Operations Officer	KPIs: Key Performance Indicators	SCA: School Conditions Allocation
CPD: Continuing Professional Development	KS1 / KS2: Key Stage 1/2	SEND: Special Educational Needs and Disabilities
DfE: Department for Education	LA: Local Authority	SENDCO: Special Educational Needs and Disabilities Coordinator
ECT: Early Careers Teacher	LAC: Looked After Child	SIAMS: Statutory Inspection of Anglican and Methodist Schools
EHCP: Education and Health Care Plan	LGB: Local Governing Body	SIP: School Improvement Partner
ELT: Executive Leadership Team	LGPS: Local Government Pension Scheme	SIT: School Improvement Team
EQS: Education Quality and Standards Committee	NCEAT: Northumberland Church of England Academy Trust	SLA: Service Level Agreement
EYFS: Early Years and Foundation Stage	OFSTED: Office for Standards in Education, Children's Services and Skills	SMSC: Spiritual, Moral, Social and Cultural
FORC: Finance, Operations and Risk Committee	PAN: Published Admissions Number	STPCD: School Teacher's Pay and Conditions Document
GAG: General Annual Grant	RE: Religious Education	TLR: Teaching and Learning Responsibility