



Academy Governance Delegation Planner

Local Governing Boards are accountable in law for all major decisions about a school or academy and its future. Northern Education Trust (“NET”) is a multi-academy trust in which some decisions are made at NET level and some are delegated to local governing boards. These are explained in the Scheme of Delegation. Some tasks can and should be delegated further to individuals and committees or portfolio groups. This means that local boards do not have to make every decision themselves. It is vital that the decision to delegate a task or responsibility to an individual is made by the full local governing board and recorded – without such a formula, the individual, committee or portfolio group has no power to act.

The table below sets out the major areas of responsibility for academy governance and where the authority to act lies or can lie for decision making. It also shows where tasks or responsibilities can be delegated to and records where the Trust does not think that, even if a task/responsibility can be delegated, this would be good practice.

This planner shows to which level the Trust will delegate functions.

Key

Level 1: Trust Board, Chief Executive and / or senior officers

Level 2: Full Local Governing Board / Governance Hub

Level 3: A committee of the Local Governing Board / Portfolio Committees

Level 4: An individual governor (e.g. the Chair)

Level 5: Principal.

Blue box Function **cannot** be carried out at this level.

- ✓ Action could be undertaken by this level.
- ✘ Although legally possible to delegate to this level, the NGA would not recommend it. Significant decisions, monitoring and evaluation are best undertaken by the governing board or a committee with delegated authority, not by individuals. As long as it is in line with the regulations governing bodies are free to decide for themselves.

There is also space for notes relevant to your Local Governing Board – for example, which committee or individual a particular task will be delegated to.

Reminders

- The Local Governing Board is responsible for the strategic direction of the academy, adhering to the values and principles of Northern Education Trust.
- The core strategic functions of all governing bodies are:

- Ensure clarity of vision, ethos and strategic direction
 - Hold the Principal to account for the educational performance of the school and its pupils
 - Oversee the financial performance of the school and make sure money is well spent
- Committees or portfolio groups can be given delegated authority to make decisions, monitor, evaluate and review particular plans, policies and targets. The Principal and staff play the major role in formulating plans, policies and targets to bring to committees or to the local governing board for discussion prior to adoption by the full Local Governing Board.
 - The Principal is responsible for internal organisation, management and control of the Academy and is accountable to the Local Governing Board.
 - Although decisions may be delegated, the Local Governing Board as a whole remains responsible for any decision made under delegation.
 - It is the responsibility of all concerned to
 - drive up standards for improved pupil/student outcomes.
 - Create a constructive and supportive achievement driven climate in our academies
 - Provide professional leadership and strategic direction to ensure the achievement of the highest possible standards in all areas of the academy's work
 - Ensure the successful operation of the academy
 - Build strong relationships with the local community and maintain a high profile for the Academy in the area.

Northern Education Trust Delegation Planner 2016¹

Section 1 – Achievement & Standards

Area	Function	Level					In our school, this responsibility is delegated to:
		1	2	3	4	5	
Ethos & School Improvement	To establish the strategic Aims and Vision of the Academy in accordance with NET principles & values	✓					
	To implement the strategic Aims and Vision of the Academy in accordance with NET principles & values		✓	✓	✓	✓	
	To agree the local academy self-evaluation and submit to NET for approval		✓				
	To approve the Academy Self Evaluation	✓					
	To set priorities for improvement and agree the academy Improvement Plan which is financially viable and submit to NET for approval		✓				
	To approve the Academy Improvement Plan	✓					
	To monitor the implementation of the Academy Improvement Plan and ensure its ongoing financial viability.	✓	✓			✓	
	Consideration of complaints through the implementation of the NET Complaints Policy	✓	✓	✓	✓	✓	
To develop and publish an academy prospectus to help parents make informed choices		✓	✓		✓		

¹ Adapted from the National Governors Association Delegation Planner

	To hold the Principal and SLT of the academy to account for the outcome of pupils.	✓	✓	✓	✓		
	To hold the staff of the academy to account for the outcome of pupils.		✓			✓	
	To systematically monitor and evaluate the performance of the academy against key performance indicators.	✓	✓	✓	✓	✓	
	To engage with local community stakeholders and partners		✓	✓	✓	✓	
	To consider offering (or removing) activities out of teaching hours to benefit the local community		✓	✓		✓	

Section 2 – Teaching & Learning

Area	Function	Level					In our school, this responsibility is delegated to:
		1	2	3	4	5	
Curriculum	Ensure a broad and balanced curriculum is in place in the academy in accordance with NET requirements	✓	✓	✓	✓	✓	
	To agree the structure and implementation of the curriculum as part of the long term educational and financial strategies of the academy in accordance with NET requirements		✓	✓		✓	
	To approve which subject options should be taught having regard to available resources and implement provision within the curriculum including activities outside of the school day.		✓	✓		✓	
	To ensure that sex & relationships education is delivered in all academies in line with statutory requirements.	✓					
	To consider any disapplication for pupil(s)	x	x	x	x	✓	
	Establish and review a sex & relationships education policy (including in primary schools where the LGB must decide whether to teach sex education) following consultation with NET and ensure that parents are informed of their right to withdraw their children.		✓	x	x	x	
	To ensure Years 8 to 13 receive impartial careers guidance		✓	✓		✓	

Looked after Children ("CLA")	To designate a staff member with responsibility for the promotion of educational achievement of CLA					✓	
	To ensure the academy supports the educational attainment of CLA and the outcomes are systematically monitored and evaluated.		✓	✓			
Religious Education	To ensure religious education is delivered in all academies in line with statutory requirements.	✓					
	To ensure that provision of RE meets statutory requirements and/or the requirements of any trust deed.		✓	✓	x	✓	
Collective Worship	To ensure that all pupils take part in a daily act of collective worship in line with statutory requirements.					✓	
Extended schools	To decide whether to offer or terminate additional activities and what form these should take	✓	✓	x	x	x	
	To put into place the additional services provided		x	x	x	✓	
	To decide whether to stop providing additional activities.		x	x	x	✓	

Section 3 – Personal Development, Wellbeing, Behaviour & Attendance

Area	Function	Level					In our school, this responsibility is delegated to:
		1	2	3	4	5	
Discipline/ exclusions	To determine the principles and parameters of school uniform	✓					
	To decide the appearance and what the uniform should be within the principles and parameters determined by NET		✓				
	To review the use of exclusion (including internal exclusion) and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to chair/vice-chair in cases of urgency)	x	✓	✓	✓		
	To produce a set of written principles for the school behaviour policy in accordance with NET visions and aims.	✓	✓				
	To appoint and convene Pupil exclusion hearings		✓	✓			Board members to participate in hearings and appeals where required
	To monitor Pupil exclusion data		✓	✓			
	To review a Home School Agreement, where one is in place		✓	✓			
	To develop and consult on the local academy behaviour policy.					✓	
	To systematically monitor and evaluate pupil exclusion data paying particular attention to vulnerable groups.		✓				
To systematically monitor and evaluate other behaviour management data paying		✓					

	particular attention to vulnerable groups.					
	Ensure compliance with statutory guidance in respect of exclusions		✓			✓
	To implement and review the local behaviour policy and statutory procedures.			✓		
Attendance	Implement pupil attendance policies and procedures in accordance with statutory and NET requirements		✓	✓		
	Systematically monitor and evaluate pupil attendance data paying particular attention to vulnerable groups.		✓	✓		
Inclusion and equality	To ensure all statutory requirements in respect of SEN and equalities are carried out in all academies	✓	✓			
	To establish and review a special educational needs (SEN) policy in accordance with NET visions and aims and statutory requirements.		✓	✓		
	To report and publish annually to parents on the policy for pupils with SEN	✓	✓			
	Coordination of the provision for pupils with SEN					✓
	Ensure that SEN statement pupils needs are met					✓
	To ensure all academies establish & publish an Equality information and objectives statement' and review it every 4 years	✓				

	To establish and publish annually an 'Equality information and objectives statement' and review equality objectives every four years.		✓				
	To monitor racial and bullying incidents and report to relevant agencies as required.	✓	✓	✓			
	To establish an accessibility plan and review it every three years.	✓	✓	✓	x	✓	
	To establish and review annually a child medic policy and relevant procedures.	✓	✓	✓			
Safeguarding	Ensure that arrangements to safeguard and promote the welfare of pupils are in place in all NET academies	✓					
	Ensure arrangements with regards to any guidance issued by the Secretary of State are in place in all NET academies	✓					
	To designate a 'responsible person' for looked after children.						✓
	Implement arrangements to safeguard and promote the welfare of pupils in the local Academy		✓				✓
	Implement any safeguarding guidance issued by the Secretary of State, the Trust and Local Safeguarding Children's Board.		✓				✓
	To identify a governor (Portfolio Holder) with responsibility for safeguarding		✓				
	Identify designated person or persons with responsibility for safeguarding		✓				
	To ensure all governors are trained in safeguarding matters as required by law		✓	✓	✓	✓	✓

	and/or NET requirements.					
	To implement arrangements to safeguard and promote the welfare of pupils and staff in the academy.		✓	✓	✓	✓
	To participate in local safeguarding arrangements including inspections and Serious Case Reviews and other reviews as required by the Local Safeguarding Children's Board		✓	✓	✓	✓
Policies	Ensure all statutory policies required by education and other legislation are in place in all NET Academies	✓				
	Ensure all other statutory documents are in place		✓			
	Ensure all NET policies and procedures are followed		✓			

Section 4 – Leadership & Governance

Area	Function	Level					In our school, this responsibility is delegated to:
		1	2	3	4	5	
Performance management	To appoint the panel to carry out the appraisal of the Principal.	✓					
	To carry out Appraisal of the Principal	✓			✓		
	To formulate and review teacher appraisal policy	✓	*	*			
	To carry out appraisal of other teachers.					✓	
	To approve the recommendations of the Principal following the outcomes of the appraisal process for other staff in accordance with NET policy.		✓				
Information for parents	To establish, publish and review a complaints procedure.	✓	*	*	*	*	
	Note and implement the NET complaints procedure		✓				
	To participate in complaints and investigations as required	✓	✓	✓	✓	✓	
	To establish and publish a Freedom of Information scheme and ensure the academy complies with it	✓					
	To implement the NET Freedom of Information scheme and ensure compliance	✓	✓				

	To adopt and review a home-school agreement – if one is in place.		✓			
GB procedures	To establish and publish academy governance arrangements and make any amendments thereafter.	✓				
	To establish a Code of Conduct for all Governors.	✓				
	Oversee the operation of the code of conduct for governors.		✓			
	Ensure code of conduct for all governors is signed.		✓			
	Establish and review procedures for addressing the conduct of Governors.	✓				
	To implement established governance arrangements.		✓			
	To appoint (and remove) the chair of a permanent or a temporary governing board/hub.	✓				
	To appoint (and remove) the vice-chair of a permanent or a temporary governing board.		✓			
	To appoint other Governors.		✓			
	To appoint non-executive Governors.	✓				
	To co-opt additional Governors.		✓			

To establish an Induction Programme for new Governors (Both Trust and Academy level).	✓	✓				
To establish an Induction Programme for new Governors (Both Trust and Academy level).		✓			✓	
To implement a training programme for existing governors.		✓			✓	
To agree local Governors Engagement Protocols.		✓				
To appoint and dismiss the role of clerk to the governors.		✓				
To appoint and remove community or sponsor governors (if constituted under 2007 Regulations) or co-opted governors (if constituted under 2012 Regulations).	✓	✓				
To agree a programme of meetings for the year	✓	✓				
To agree targets for the year and/or an annual work plan	✓	✓				

Section 5 – Finance & Resources

Area	Function	Level					In our school, this responsibility is delegated to:
		1	2	3	4	5	
Budgets	To set the annual budget and three-year financial plan.	✓					
	To review and approve the academies scheme of financial delegation on an annual basis	✓					
	To prepare an annual report and accounts, incorporating accounting policies approved by the Board of Trustees and audited by a statutory auditor.	✓					
	To accept Internal and External Auditors reports and approve recommendations arising.	✓					
	To set the Trust wide Procurement Strategy.	✓					
	To agree and send to NET for approval annually a proposed budget for the ensuing financial year.		✓				
	To participate in the development of the medium and long term financial strategy as part of the academy improvement plan.		✓				
	To monitor monthly expenditure through the Finance & Resources portfolio.		✓	✓			
	To establish and implement a charging and remissions policy.		✓	x	x	x	
	To review and agree lettings charges and/or policy annually.			✓		✓	
	To enter into contracts (in accordance with NET Financial Regulations).		✓	✓	x	✓	
	To monitor the value and quality of local contracts/SLAs.			✓		✓	

	To consider the renewal of local contract/SLAs.			✓		✓	
	To review internal and external auditors reports.	✓	✓	✓			
	Implement actions arising from audit reports and monitor progress.		✓				
Bank	To ensure that Bank Accounts, financial systems and financial records are operated by more than one person.	✓					
	To keep full and accurate accounting records to support the annual accounts.	✓					✓
Risk & Assurance	To maintain a Trust wide Risk Register.	✓					
	To maintain a Trust wide Business Continuity Management Plan.	✓					
	To maintain a local Risk Register.		✓				
	To maintain a local Business Continuity Management Plan.		✓				
	To participate in the NET risk analysis of the academy and note and respond to the outcomes of this, implementing any required actions.		✓				
	To provide assurance to the Board that risks are being adequately identified and managed by: <ul style="list-style-type: none"> 1. Reviewing the risks to internal financial control 2. Agreeing a programme to address and provide assurance on those risks. 		✓				✓
Staffing	To put in place a pay policy.	✓					
	To review and determine Principal salaries.	✓					
	To make pay decisions in line with the pay policy and legal requirements ¹ for all other staff.	✓	✓	✓			
	To agree the composition of the staffing establishment as part of the academy		✓				

	improvement plan and financial strategy.						
	Appoint selection panel for Principal appointments.	✓	✓				
	Appoint selection panel for Vice Principal appointments.	✓	✓				The Principal may also be involved
	Appoint selection panel for other members of the senior leadership team as set out in scheme of delegation.	✓	✓				
	Appoint other teachers.						✓
	Appoint non-teaching staff.						✓
	NB – Appoint includes the establishment of acting or temporary appointments.						
	To undertake a review of Academy Principals performance and work life balance.	✓					
	Dismissal of Principal.	✓					
	Suspending Principal.	✓				✓	
	Ending suspension (Principal).	✓					
	Initial dismissal of staff (except Principal).						✓
	Suspending staff (except Principal).					✓	✓
	Ending suspension (except Principal).					✓	✓
	Determining dismissal payments/ early retirement.	✓					
	Establish and review procedures for addressing staff discipline, conduct and grievance.	✓					
	To ensure Safer Recruitment Procedures are applied.	✓	✓				
	To produce and maintain a central record of recruitment and vetting checks.						✓
	To approve any consultation proposing changes to the admissions policy or to Pupil Admission Numbers.	✓					

Admissions & Pupil Admission Numbers	To approve final admissions policy or Public Admission Numbers.	✓					
	To conduct local consultation (in accordance with DfE Code of Practice) on agreed proposals to the admissions policy or to Public Admission Numbers.		✓	✓			
	To agree and send to NET for approval any consultation proposing changes to the admissions policy (or refresh if it has not been consulted on within the last 7 years) or to Pupil Admission Numbers.		✓	✓			
	Ensure local admissions policies are implemented and that the DFE Code of Practice is adhered to.		✓				
Community Use	To approve any consultation proposing changes to the local Community Use Agreements (“CUA”).	✓					
	To approve and complete final draft CUA.	✓					
	To agree and send to NET for approval proposed changes to local CUA.		✓	✓			
	To conduct local consultation on agreed proposals to the CUA and any changes.		✓	✓			
Premises & insurance	Buildings insurance and personal liability–LGB to seek advice from NET or trustees where appropriate.	✓	✓				
	Monitor the physical upkeep of the buildings and ensure necessary repairs are affected.			✓		✓	
	To ensure the school is secure to prevent losses or misuse including maintenance of a fixed asset register.			✓		✓	
	To produce and implement an Asset Management Plan.			✓		✓	
	Agree contracts for premises works.			✓		✓	
	Ensure the school environment is conducive to learning.		✓				

Health & safety	To ensure Trust wide health and safety policy and procedures are in place.	✓					
	To ensure an annual H&S Audit is undertaken in each establishment.	✓					
	To ensure that school lunch nutritional standards are met pursuant to the School Food Regulations which came into force on 1 January 2015.	✓					
	To set Governors Expenses Policy.	✓					
	To regulate the local governing board procedures (where not set out in law).	✓					
	To ensure local health and safety policy and procedures are in place.		✓				
	To ensure that Academy health and safety regulations are followed.						✓
	To undertake termly inspections and ensure remedial actions are taken.						✓
	To produce and monitor a local Premises Development Plan.						✓
	To set the times of school sessions and the dates of school terms and holidays.	✓	✓	x	x		
	Maintain a register of pupil attendance.		x	x	x		✓
School organisation	To ensure provision of free meals to those pupils meeting the criteria, including Universal Infant Free School Meals (if applicable).						✓
	To set up a register of governors' business interests and keep up to date.		✓				
	To approve payments under Governors Expenses Policy.		✓				
	Approve and set up a local governors' expenses scheme.		✓				
	To consider whether or not to exercise delegation of functions to individuals or committees in accordance with NET scheme of delegation.	✓	✓				

	To implement and monitor locally agreed academy policies.		✓				
	Pupil records – ensuring records are kept according to regulations and that parents have the required access.		✓		✓		✓
	To ensure that lunches provided at school meet national nutritional standards and that best value is offered.				✓		✓
Web site compliance	To publish on its website up-to-date details of its governance arrangements in a readily accessible format including those matters set out in para 2.5.2 of the Academies Financial Handbook.	✓					
	To establish a data protection policy and review it at least every two years.	✓					
	To implement NET data protection policy.		✓				
	To establish a publication scheme. (Freedom of Information Act 2000) and review it at least every two years.	✓					
	To implement NET publication scheme.		✓				

Notes

1. In some schools, particularly larger ones, it may be appropriate to delegate deciding pay discretions to the Principal. However, in this case it is a good idea for the governing board to quality assure the decisions made, for example by spot checking a selection.

Section 6 - Policy Framework

The policies in the framework below are split into two distinct categories “Mandatory” which are required by law or other regulations and “Discretionary” which are recommended through guidance or best practice.

With regards to those Mandatory policies listed below the Trust has determined in some cases these will be agreed and applied Trust wide whilst others may be determined by local governing boards.

Area	Policy Description	Mandatory		Discretionary	
		NET	LGB	NET	LGB
Statutory policies required by education legislation	Charging and remissions		✓		
	School behaviour		✓		
	Sex Education		✓		
	Special Education Needs		✓		
Statutory policies required by other legislation, which impact on schools	Data Protection	✓			
	Health & Safety	✓	✓		
Other statutory documents	Admissions		✓		
	Accessibility Plan		✓		

	Central record of recruitment & vetting		✓		
	Complaints procedure	✓			
	Freedom of Information	✓			
	Home-school agreement		✓		
	Minutes of, and papers considered at, meetings of the local governing board	✓	✓		
	Premises management documents		✓		
	Equality Policy		✓		
	School information published on website		✓		
	Register of pupils' admission to school		✓		
	Register of pupils' attendance		✓		
	Staff discipline, conduct & grievance procedures	✓			
Documents referenced in statutory guidance	Child protection policy & procedures		✓		
	Early Years Foundation Stage		✓		
	Statement of procedures for dealing with allegations of abuse against staff		✓		
	Supporting pupils with medical conditions		✓		
	Adoption Policy			✓	

NET policies & procedures	Appraisal Policy			✓	
	Archiving Policy			✓	
	Attendance Management Policy	✓			
	Capability Policy			✓	
	Code of Conduct			✓	
	Confidential Reporting	✓			
	Data Security Breach Policy			✓	
	Disclosure & Barring Service	✓			
	Dignity at Work Policy			✓	
	Disciplinary Policy			✓	
	Domestic Abuse Policy			✓	
	Equality Policy	✓			
	E-Safety Policy			✓	
	Flexible Working Procedure			✓	
	Grievance Policy			✓	
	Health & Well Being Policy			✓	
Induction Policy			✓		
Information Strategy			✓		

	Information Security & Assurance Policy			✓	
	Maternity Guide - Support Staff			✓	
	Maternity Guide - Teachers			✓	
	Parental Leave Guide			✓	
	Maternity/Paternity Leave			✓	
	Pay Policy	✓			
	Records Management Policy			✓	
	Dependant Leave			✓	
	Probationary Policy			✓	
	Recruitment & Selection Policy			✓	
	Redundancy Policy			✓	
	Social Networking Policy			✓	
	Special Leave Policy			✓	
	Staff Exit Policy			✓	
	Substance Misuse Policy			✓	
Academy based policies	Insert example				✓
	Insert example				✓
	Insert example				✓

	Insert example				✓