

**THE NORTHERN LIGHTS LEARNING TRUST**  
**SCHEME OF DELEGATION**

**Version 3**

**September 2018**

## CONTENTS

1. Introduction.....	3
2. Directors' Powers and Responsibilities .....	3
3. Delegation – General .....	4
4. Scheme of Delegation .....	5
5. Board of Directors Meetings .....	6
6. School Improvement Strategy Group .....	7
7. Finance, Audit and Resource Management Committee .....	8
a. Authority.....	8
b. Duties .....	9
c. Finance .....	9
d. Staffing .....	10
e. Premises .....	10
f. Pay .....	11
g. Audit .....	11
h. Delegation to other committees.....	13
i. Accounting Officer .....	13
j. Chief Financial Officer.....	14
k. Internal Assurance Service .....	14
8. Local Governing Body .....	15
9. Local Governing Meetings .....	15

## **1. INTRODUCTION**

The Northern Lights Learning Trust is a company limited by guarantee and registered in England and Wales under company number 07909140. The Company is governed by a Board of Directors who are responsible for, and oversee, the management and administration of the Company, known as the Trust, and the Academies.

The Directors are accountable to external government agencies including the Charity Commission and the Department for Education for the quality of the education provided by the Trust in addition to having financial accountability. The Directors are required to have systems in place through which they can assure themselves of quality, safety and good practice. The Directors are also accountable to Durham Diocesan Board of Education, and to the Trustees, to ensure that the Academies and its business are conducted in accordance with the values and ethos of the Church of England and the Anglican faith or in the case of non CE schools within the Trust ensuring standards of conduct and values in accordance with the overall vision of the Trust and each schools own individual ethos

The Local governing body has been established by the Board of Directors to assist with the good governance of the Academies. The Directors may appoint people with appropriate skills and knowledge to serve on the Local governing body.

The Scheme explains the way in which the Directors fulfill their responsibilities for the leadership and management of the Academies;

- a. The respective roles and responsibilities of the Directors and the Local governing body and committees of the Board.

and

- b. the commitment and relationship between the different governance strands to ensure the success of the Academies.

The scheme has been put into place by the Directors from the effective date in accordance with the provisions of the Articles of Association and it shall be read in conjunction with those Articles of Association as well as with:

- a. the Directors' strategic plans and policies for the Academies;
- b. any budget set for the Academies;

and

- c. any directions given or rules and regulations set by the Directors.

## **2. Directors' Powers and Responsibilities**

The Directors have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishment and running of the Academies. This is achieved through strategic and business planning, including determining the top slice %, annually, setting of policy, monitoring of budgets, performance management, the setting of standards and targets and the implementation of quality management processes. The Directors have the power to direct change where required.

The Directors have a duty:

- a. to comply with any lawful issues directed by the Trust
- b. to act in the fulfillment of the Trust's objectives;

and

- c. to have regard to the advice of the Durham Diocesan Board of Education.

The Directors will have regard to the interests of the Academies for which the Trust is responsible in deciding and implementing any policy or exercising any authority in respect of the Academies.

### **3. DELEGATION - GENERAL**

Under the Articles of Association of Northern Lights Learning Trust, the directors may delegate to any member of the Local governing body, committee, the Chief Executive Chief Executive or any other holder of an executive office such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions the directors may impose and may be revoked or altered.

Where any power or function of the **MAT Board** has been exercised by any committee, that person or committee shall report to the directors in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the **MAT Board** immediately following the taking of the action or the making of the decision.

The directors may establish any committee to exercise powers and functions of the **MAT Board**. The constitution, membership and proceedings of any committee of the directors shall be determined by the **MAT Board**. The establishment, terms of reference, constitution and membership of any committee of the directors shall be reviewed at least once in every twelve months. The membership of any committee of the directors may include persons who are not directors, provided that the chair of each committee is a director and is elected by the directors. The directors may determine that some or all of the members of a committee who are not directors shall be entitled to vote in any proceedings of the committee. No vote on any matter shall be taken at a meeting of a committee of the directors unless a director is present.

The **MAT Board** is responsible for ensuring that high standards of corporate governance are maintained. It shall exercise its powers and functions with a view to fulfilling a largely strategic leadership role in the running of each academy, addressing such matters as:

- to review and amend the aims and ethos of the Trust;
- policy development and strategic planning, including target-setting to keep up momentum on school improvement;
- ensuring sound management and administration of each academy, and ensuring that senior management are equipped with relevant skills and guidance;
- ensuring compliance with legal requirements;

- establishing and maintaining a transparent system of prudent and effective internal controls.
- management of each academy's financial, human and other resources
- monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon;
- helping each academy be responsive to the needs of parents and the community and making it more accountable through consultation and reporting;
- setting each academy's standards of conduct and values in accordance with the Christian foundation of Church of England schools within the Trust. Or in the case of non CE schools within the Trust ensuring standards of conduct and values in accordance with the overall vision of the Trust and each schools own individual ethos
- setting each academy's standards of conduct and values in accordance with the British Values;
- assessing and managing risk (including preparation of a statement on the academy's risk management for its annual report and accounts).

#### **4. SCHEME OF DELEGATION**

The **MAT Board** shall agree a formal schedule of matters reserved for their decision, i.e. those which shall not be delegated within the academy. These are listed below. Beyond this, the directors shall consider establishing separate committees to deal with specific areas of academy business, and shall determine the delegated responsibilities to be assigned to those committees, to ensure that matters can be dealt with in appropriate detail and with sufficient frequency.

Where the **MAT Board** decides to delegate certain matters for consideration by committees, each committee shall be chaired by a director. The membership of the committee may include persons who are not directors provided that it is chaired by a director. All members of the committee, including those not directors, are entitled to vote at committee meetings. The **MAT Board** shall ensure that it receives adequate feedback on the work of those committees and is able to consider their decisions formally. The establishment of committees does not absolve the **MAT Board** of its overall responsibility to manage the finances of the academy.

Any delegated powers within this scheme of delegation is subject to the provisions of:

The Companies Act 2006

The Articles of Association

The strategic plan and policies of the Directors of the Trust

Any budget set by the Directors of Trust

Any directions given and rules and regulations set by the Directors of the Trust

## **Chief Executive**

The directors shall appoint the Chief Executive, and Headteacher/Heads of School, in consultation with each Local governing body. By signing this document the directors delegate such powers and functions as they consider are required by the Chief Executive and Headteachers/ Heads of School for the internal organisation, management and control of each academy (including the implementation of all policies approved of by the directors) and for the direction of the teaching and curriculum at each academy.

## **5. BOARD OF DIRECTORS' MEETINGS**

It is a requirement of all academy Trusts that they meet at least once a half term. No business can be conducted at any meeting unless a quorum is present.

Directors must appoint a clerk to the Board of Directors, who must be someone other than a director or the Chief Executive/Headteacher/Head of School of the academies.

Each termly meeting of the **MAT Board** shall consider:

- a report of the financial position of the academy, including its income and expenditure and financial commitments;
- whether adequate financial monitoring of the academy's budget and activities is being undertaken;
- progress on any action identified to improve financial arrangements at the academy;
- significant contracts proposed to be entered into by the academy;
- details of any significant matters affecting the academy's staff;
- details of any significant matters affecting the pupils' welfare or education;
- details of any significant matters affecting the academy's assets e.g. computers, whiteboards etc;

Matters that shall be considered by Board of Directors at least once a year are:

- the academy's goals and how they are being met;
- review of the management structure to ensure it is operating effectively;
- review of the performance of external providers e.g. bankers, services provided under SLAs;
- review and approval of the academy's annual accounts and report of the trustees;
- review and approval of the financial budget for the following year;
- review and approval of the levels of insurance cover for the academy's assets;
- findings made by the auditors and the auditor's management letter, and any other financial reviews, and consideration of what actions shall be taken arising from their recommendations;

- review of the risks to which the academy is exposed and determination of whether systems are in place to mitigate those risks.

The board may decide to delegate responsibility for specified matters, where it has power to do so, to individual members or committees of the board. Decisions taken by individual members or committees of the board under delegated powers shall be recorded in written minutes available to the board as a whole.

## 6. SCHOOL IMPROVEMENT STRATEGY GROUP

The **MAT Board** hereby resolves to establish a group of senior leaders, to be known as the **School Improvement Strategy group** and will focus on School Improvement, Curriculum, Teaching and Learning, Standards and raising achievement within every school within the Trust.

The **School Improvement Strategy group** will consider future School 2 School support, implement programmes of support, be responsible for devising action plans, deploying staff and securing improvement within the wider context. .

The **School Improvement Strategy group** shall consist of the Chief Executive, all headteachers and heads of school or those acting in this role. The quorum shall be three headteachers/head of school with the Chief Executive having a casting vote, should there be a situation where agreement cannot be reached.

Meeting minutes will be taken by the group and circulated by the Chief Executive.

The Chief Executive will act in their role as senior School Improvement Officer.

The **School Improvement Strategy group** shall determine how often the group shall meet but this should be at least once per half term.

The focus of the group will be on School improvement and will encompass Curriculum, teaching and learning, standards and pupil outcomes and all related matters to the smooth running of the academies. The purpose will be to raise achievement across all schools within the Trust.

This will:

- monitor pupils' attainment and quality of learning;
- ensure the curriculum offer is relevant and appropriate for pupils;
- ensure that a broad and balanced curriculum is in place that helps protect pupils against extremism and promotes community cohesion
- advise the **MAT Board** on curriculum statutory obligations;
- contribute towards the review, revision and monitoring of the Trust Development and Improvement Plan;

## **7. FINANCE, AUDIT AND RESOURCE MANAGEMENT COMMITTEE**

The **MAT Board** hereby resolves to establish a committee of the governing body to be known as the Finance, Audit and Resource Management Committee and will cover Finance, Personnel and Premises.

The chair, members and secretary of the Finance, Audit and Resource Management Committee shall be non-executive members and shall be appointed by the **MAT Board**. The chair shall be a non-executive member of the **MAT Board**.

The Finance, Audit and Resource Management Committee shall consist of least 5 Directors, [ . The quorum shall be three directors, who must always be in the majority at any meeting.

Directors who are not members of the Finance, Audit and Resource Management Committee shall have the right of attendance, but no voting rights. The secretary will circulate minutes of meetings of the Finance, Audit and Resource Management Committee to all members of the **MAT Board** for the next **MAT Board** meeting.

The Chief Executive in their role as the Accounting Officer and the Chief Financial Officer will attend meetings of the Committee.

The **MAT Board** shall determine how often the Committee shall meet. This shall be at least once per half term, in line with the Academies Finance Handbook. The external auditor may request a meeting if he or she considers one necessary.

The Chair of **FARM** and Chair of the **MAT Board** will receive monthly management accounts from the Trust in line with the Academies Finance Handbook, to monitor income and expenditure.

### **a. Authority**

The Finance, Audit and Resource Management Committee is authorised by the **MAT Board** to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the Committee in the conduct of its inquiries, external audit, internal audit or other assurance provider.

The Finance, Audit and Resource Management Committee is authorised to obtain independent professional advice if it considers this necessary.

The Finance, Audit and Resource Management Committee is authorised to obtain outside legal or independent professional advice it considers necessary. However, it may not incur expenditure in excess of £20,000 without the prior approval of the **MAT Board**.

The role of the Finance, Audit and Resource Management Committee is to maintain an oversight of the Academy Trust's governance, risk management, internal control and value for money framework. It will report its findings termly to the **MAT Board**.

The Finance, Audit and Resource Management Committee has no executive powers or operational responsibilities/duties.

## **b. Duties**

To make appropriate comments and recommendations on such matters to the Trust Board on a regular basis on four key areas

- Finance: to ensure sound financial management of the Trust's finances and resources, including proper planning, monitoring and probity in line with the ESFA guidelines and the Funding Agreement.
- Staffing: to review, plan and manage staffing with due regard to financial aspects and in line with the Pay Policy.
- Premises: to ensure sound management of the Trust's premises including maintenance, development and health and safety.
- Pay: to determine all matters/take all decisions relating to pay and related performance of staff to establish and approve a Trust Pay Policy and to monitor the Policy as necessary.
- Audit: To Advise the **MAT Board** and Accounting Officer on the adequacy and effectiveness of the MAT's governance, risk management, internal control and value for money systems and frameworks.

The specific duties of the Finance, Audit and Resource Management Committee shall be to:

## **c. Finance**

- review the Annual Budget in detail and to make recommendations to the Board;
- review the Academy's internal and external financial statements and reports to ensure that they reflect best practice, including compliance with the DfE Academies Financial Handbook and the Charity Commissions Guidance to charities and Charity trustees;
- to monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Trust, and with the financial regulations of the DfE, drawing any matters of concern to the attention of the Trust Board;
- consider all relevant reports by the Chief Financial Officer or the appointed external auditor, including reports on the Academy's accounts, achievement of value for money and the response to any management letters;
- contribute to the formulation of the Trust's improvement plans, through the consideration of financial priorities and proposals, in consultation with the Chief Executive, and within the stated and agreed aims and objectives of the Trust;
- monitor future pupil rolls, provision requirements and income levels;
- appoint bankers and approve banking arrangements including authorised signatories;

- to manage tendering processes and the awarding of contracts in accordance with the Finance Policy.

#### **d. Staffing**

- review new and existing policies relating to the employment and conditions of staff at the Academy and make recommendations to the **MAT Board**;
- determine the staffing complement for the Trust in line with the Academy Improvement Plans and oversee any staffing reduction or appointment procedures as necessary including consultation with teacher associations and trade unions as appropriate;
- conduct agreed arrangements for recruitment and selection of all Trust staff except where delegated to the Chief Executive or Headteachers /Heads of School;
- set the terms and conditions of service and levels of pay of employees having regard to staff who have TUPE transferred;
- consider secondment and early retirement requests of the Chief Executive or Headteacher/ Heads of School;
- approve leave of absence (where not delegated to the Chief Executive or Headteachers/ Heads of School);
- consider work/life balance, working conditions and well-being, including the monitoring of absence levels;
- agree and conduct procedures for capability, discipline, grievance, attendance, whistle blowing and staff welfare issues, drawing on the membership of the Board and the Local governing body;
- investigate irregularities (other than where the Chief Executive is suspected), conduct personnel procedures regarding suspension/ending of staff contracts including dismissal procedures (except where delegated to the Chief Executive/ Headteacher or Heads of School, or if the dismissal relates to the Chief Executive or Headteacher/ Heads of School), drawing on the membership of the Board and the Local governing body.

#### **e. Premises**

- ensure the premises and grounds are maintained to a high standard, and to review the building maintenance plan in order to prepare a list of priorities for maintenance and development and ensure that adequate resources are available;
- consider the relative funding priorities necessary for security, maintenance, repairs and redecoration, and to approve the costs and arrangements within the budget allocation;
- recommend to the Trust a plan for capital expenditure and to implement the plan after approval by the Trust and to monitor expenditure against the plan;

- consider any recommendations for disposal of Trust property and make recommendations to the Board and establishing whether the approval of the Secretary of State is required, in line with Academies Financial Handbook requirements;
- agree any capital bids for work that is outside the Trust's annual revenue budget;
- review, adopt and monitor a health and safety policy.
- ensure that health & safety, building inspections and risk assessments are carried out in the prescribed manner and timing and that the risk register is maintained.

#### **f. Pay**

- ensure that the whole school Pay Policy is statutorily compliant, including where relevant the School Teachers' Pay and Conditions Document.
- to annually review staff salaries and consider pay discretions and applications for re-grading, including the recommendations of the Chief Executive and Headteacher/Head of School as to salaries particularly any discretionary awards;
- to review the school pay structure on an annual basis to consider the impact of any changes to nationally recommended pay rates and reporting to the Board of Directors as appropriate;
- to ensure that the Policy is applied equitably and consistently for all staff;
- to ensure that pay decisions are fair and equitable, link with the Appraisal procedures and take account of the recommendations of the Chief Executive and where appropriate other members of the Leadership Team;
- in accordance with the Pay Policy, determine appropriate pay ranges for all staff employed within the Trust, including allowances and temporary recruitment and retention payments where appropriate.;
- to review on an annual basis the Trust's staffing structure specifically in respect to pay relativities of posts in the structure and maintain an up to date staffing structure as an appendix to the Pay Policy;
- to approve, within the budget, pay progression;
- to ensure that external advice is sought where appropriate, particularly in respect of salary matters relating to the Chief Executive;
- to ensure accurate and up to date person specifications and job descriptions are maintained in school to inform pay decisions where necessary;
- to ensure annual pay statements are issued to all staff in accordance with the school pay policy;

#### **g. Audit**

- Advise the **MAT Board** on the appointment, re-appointment, dismissal and remuneration of the external and regularity auditor.
- Advise the **MAT Board** on the need for, and then, where appropriate, the appointment, re-appointment, dismissal and remuneration of, an internal auditor or other assurance provider to enable the Board to sign the corporate governance statement in the annual accounts
- Advise the **MAT Board** on an appropriate programme of work to be delivered by independent assurance providers (external auditors and responsible officer). This programme of work to be derived from the Audit Committee's regard of the key risks faced by the MAT, the assurance framework in place and its duty to report to the **MAT Board**.
- Review the external auditor's annual planning document and approve the planned audit approach.
- Receive reports (annual reports, management letters etc) from the external auditor and other bodies, for example the ESFA, and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports shall be referred to the Board or other committee for information and action.
- Regularly monitor outstanding audit recommendations from whatever source and ensure any delays to implementation dates are reasonable.
- Ensure that all allegations of fraud or irregularity are managed and investigated appropriately.
- Consider any additional services delivered by the external auditor or other assurance provider and ensure appropriate independence is maintained.
- Ensure appropriate cooperation and coordination of the work of the external auditor and responsible officer.
- Meet with the external auditor and Internal Assurance service, without management present, at least annually.

**The Finance, Audit and Resource Management Committee will also:**

- review and recommend ratification for all finance related policies
- review and recommend ratification for all HR related policies
- review and recommend ratification for all premises related policies
- review the operation of the Academy's code of practice for Directors and Local governing body members and code of conduct for staff [Staff Behaviour Policy]
- assume the duties of the Audit Committee (as detailed in section 9)

The **MAT Board** must ensure personnel management procedures have been identified, formally approved and documented to cover as a minimum:

- recruitment (including references and police checks);
- performance appraisal and review;
- equal opportunities;
- disciplinary (including absence policies);
- grievance;
- staff expenses;
- consider any other matters where requested to do so by the **MAT Board**; and
- report at least once a year to the **MAT Board** on the discharge of the above duties.

The **MAT Board** shall also ensure that procedures are in place to ensure that employees of the academy are paid for work done in accordance with their contracts of employment with the academy.

In addition, the **MAT Board** must ensure the academy has adequate insurance cover to support its activities as an employer, such as employers' liability insurance, fidelity insurance, trustee indemnity, public liability insurance and so forth.

#### **h. Delegation to Other Committees**

The MAT Board recognises that it may need to delegate duties to a committee other than the Finance, Audit and Resource Management Committee in due course, and shall need to amend this document accordingly.

#### **i. Accounting Officer**

The Funding Agreement requires each academy to identify the Chief Executive as the Accounting Officer. This post confers responsibility for financial and administrative matters. This is a vital role, as the Accounting Officer is personally responsible to the **MAT Board** for:

- ensuring regularity and propriety;
- prudent and economical administration;
- avoidance of waste and extravagance;
- efficient and effective use of available resources; and
- the day to day organisation, staffing and management of the trust.

The Accounting Officer may delegate, or appoint others to assist in these responsibilities, for example to the Chief Finance Officer. Within the framework of the academy development plan as approved by the **MAT Board** the Chief Executive has overall executive responsibility for the academy's activities including financial activities. Much of the financial responsibility has been delegated to the Chief Finance Officer, but the Chief Executive still retains responsibility for:

- approving new staff appointments within the authorised establishments, except for any senior staff posts which shall be approved by the **MAT Board**;
- authorising contracts between £1,000 and £10,000 [excluding VAT] in conjunction with the CFO; contracts above £10,000 [excluding VAT] will need to be approved by the **MAT Board**.
- Making payments of up to £10,000 in conjunction with the Chief Finance Officer or other authorised signatory. This is with the exception of payroll invoices which will be checked and authorised by the Chief Financial Officer and Chief Executive Officer.

#### **j. Chief Finance Officer [CFO]**

The main responsibilities of the Chief Finance Officer are:

- the day to day management of financial issues including the establishment and operation of a suitable accounting system;
- management of staff within the academies in relation to finance;
- the management of the trust financial position at a strategic and operational level within the framework for financial control determined by the **MAT Board**;
- the maintenance of effective systems of internal control;
- ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records of the academy;
- the preparation of monthly management accounts;
- authorising orders up to £10000 [excluding VAT] in conjunction with budget holders
- signing cheques up to £20,000 in conjunction with the /Chief Executive or other authorised signatory and
- ensuring forms and returns are sent to the DfE/ESFA in line with the timetable in the DfE/ESFA guidance. Signing such forms as necessary.

#### **k. Internal Assurance service**

The **MAT Board** will need to consider how it monitors and checks the operation of the financial management arrangements that have been established and are operated by officers of the academy. To assist in this they will appoint an organisation who will have specific responsibility for overseeing the financial arrangements on their behalf. The appointment of this Internal Assurance service must be notified to the DfE/ESFA.

The Internal Assurance service is intended to provide an independent oversight of the academy's financial affairs. The main duties of the Internal Assurance service are to provide the **MAT Board** with on-going independent assurance that:

- the financial responsibilities of the **MAT Board** are being properly discharged;
- resources are being managed in an efficient, economical and effective manner;

- sound systems of internal financial control are being maintained; and
- financial considerations are fully taken into account in reaching decisions.

## **8. LOCAL GOVERNING BODY**

Members of the Local governing body are appointed by the Directors and reference is made to the Governor Selection Policy to ensure fair selection and appointment.

Each Local governing body shall have up to 12 members total comprising the following:

- a. 2 elected staff members of the respective Academy
- b. 2 elected parents/guardians of registered pupils in the academy
- c. Headteacher/Head of School/Principal [ex officio]
- d. Representative of the Church of England as follows:
  - Deanery Synod in respect of Benedict Biscop CE Academy [ex officio]
  - Parish of St Peters in the parish of Elwick Hall, in respect of St Peter's Elwick CE VA Primary School [ex officio]

Or

- Community representative for Hart Primary School [ex officio]
- e. Up to an additional 6 Local governing body members who have the skills, expertise and experience to contribute to the work of the Local governing body in achieving and sustaining the Academy's objectives.

The term of office for any person serving on the Local governing body shall be 4 years.

A person serving on the Local governing body shall cease to hold office if he/she is removed by the Directors.

If a staff Local governing body member leaves the Local governing body where he/she is serving he/she will be deemed to have retired and therefore cease to be a member of that Local governing body.

The chairperson of the Local governing body will be appointed by the Directors and the Vice-chairperson by the Local governing body.

The chairperson of the Local governing body must inform the Directors of all appointments and resignations relating to the membership of the Local governing body.

Resignation, disqualification and removal of members of the Local governing body is dealt with within article 80 of the articles of association of the Trust

Directors of the Trust have the right to attend Local governing body meetings when necessary.

## 9. LOCAL GOVERNING BODY MEETINGS

The specific duties of members of The Local governing body shall be to:

- receive, monitor and challenge the Headteacher/ Head of Schools' termly report
- review the policy and provision for collective worship and religious education and make recommendations to the **MAT Board**;
- review the policy and provision for Sex and Relationship Education and make recommendations to the **MAT Board**;
- assist with the building of strong community links;
- collaborate with relevant parties and contribute to regular reports on the development and impact of the individual Ethos of the Academy whether Church of England or not and contribute to the SIAMS toolkit where applicable;
- promote community cohesion within the Academy and wider;
- monitor the diversity of activities and equity of access to the curriculum and enrichment opportunities through Pupil Voice and surveys;
- ensure that all safeguarding and child protection policies are in place and acted upon, receiving regular safeguarding reports;
- ensure that there is an appropriate reporting and referral process in place for the Prevent agenda and that referrals are being managed effectively;
- consider any other matters where requested to do so by the **MAT Board**; and
- report at least once a year to the **MAT Board** on the discharge of the above duties.
- consider admissions to school in line with the Trust policy;
- review Academy admissions annually and rank pupils according to criteria;
- receive, monitor and challenge the following Local Governing body's committee reports from the appointed members at least once a term:
  - Raising Achievement
  - Finance and General Purposes

Sub Committees of Local Governing Body, have specific functions and will have a Chair and Vice Chair elected annually from within the group:

### **Raising Achievement Committee.**

- monitor pupils' attainment and quality of learning;
- ensure the curriculum offer is relevant and appropriate for pupils;
- ensure that a broad and balanced curriculum is in place that helps protect pupils against extremism and promotes community cohesion;
- advise the **MAT Board** on curriculum statutory obligations;
- contribute towards the review, revision and monitoring of the Academy Development Plan;
- monitor the quality of teaching, learning and assessment, and taking note of any reports from the Outcomes section;
- establish a behaviour and attendance group to monitor attendance against targets, including persistent absentees and to determine necessary action;
- monitor and challenge pupils' achievement across EYFS to Year 6;
- review other policies at the discretion of the Directors and make recommendations to the **MAT Board**;
- monitor the implementation of the behaviour policy through the number and reasons for fixed term and permanent exclusions;

### **Finance and General Purposes**

- agree members to be involved in appointments and fulfil other personnel functions as requested by the Finance, Audit and Resource Management Committee;
- advise the **MAT Board** via the Finance and General Purposes Committee on the budgetary needs of the academy;
- monitor the academy's day to day finances in line with the Scheme of Delegation and ensure spending represents value for money;
- review the policy on charging for curriculum activities and make recommendations to the **MAT Board**;
- ensure all premises are fit for purpose and advise the **MAT Board** on strategic issues (Premises);
- ensure all premises are safe, comply with H & S regulations and advise the **MAT Board** on strategic issues (Health and Safety);

### **Duties**

To make appropriate comments and recommendations on such matters to the FARM, via the Chief Executive and/or Chief Financial Officer on a regular basis on four key areas

- Finance: to ensure sound financial management of the academy's finances and resources, including proper planning, monitoring and probity in line with the ESFA guidelines and the Funding Agreement.
- Staffing: to review, plan and manage staffing with due regard to financial aspects and in line with the Pay Policy and Scheme of Delegation
- Premises: to ensure sound management of the academy's premises including maintenance, development and health and safety.
- Pay: to determine all matters/take all decisions relating to pay and related performance of staff in line with the Scheme of Delegation and to monitor the Policy as necessary.
- Audit: To Advise the **MAT Board** and Accounting Officer via the FARM and Chief Financial Officer on the adequacy and effectiveness of the academy's governance, risk management, internal control and value for money systems and frameworks.

The specific duties of the academy's Finance, General Purposes Committee shall be to:

### 1. Finance

- review the Annual Budget in detail and to make recommendations to the Board;
- review the Academy's internal and external financial statements and reports to ensure that they reflect best practice, including compliance with the Trust Finance Handbook, Academies Financial Handbook and the Charity Commissions Guidance to charities and Charity trustees;
- to monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the academy, and with the financial regulations of the DfE, drawing any matters of concern to the attention of the Trust Board [via the Chief Financial Officer, Chief Executive Officer and FARM];
- consider all relevant reports by the CFO or the appointed external auditor, including reports on the Academy's accounts, achievement of value for money and the response to any management letters;
- contribute to the formulation of the Trust's improvement plans, through the consideration of financial priorities and proposals, in consultation with the Chief Executive and Chief Financial Officer, and within the stated and agreed aims and objectives of the Trust;
- monitor future pupil rolls, provision requirements and income levels;

### 2. Staffing

- review new and existing policies relating to the employment and conditions of staff at the Academy and make recommendations to the **FARM**;

- determine the staffing complement for the academy in line with the Trust's Improvement Plans and oversee any staffing reduction or appointment procedures as necessary including consultation with teacher associations and trade unions as appropriate and make recommendations to the **FARM**;
- conduct agreed arrangements for recruitment and selection of all Trust staff except where delegated to the Chief Executive or Headteachers/ Heads of School and make recommendations to the **FARM**;
- consider secondment and early retirement requests (with the exception of the Chief Executive or Headteachers/Heads of School and Central team staff) and make recommendations to the **FARM**;
- approve leave of absence (where not delegated to the Chief Executive or Headteachers/Heads of School); consider work/life balance, working conditions and well-being, including the monitoring of absence levels and make recommendations to the **FARM**;
- ensure procedures for capability, discipline, grievance, attendance, whistle blowing and staff welfare issues are adhered to, drawing on the membership of the Board and the Local governing body and make recommendations to the **FARM**;
- investigate irregularities (other than where the Chief Executive is suspected), conduct personnel procedures regarding suspension/ending of staff contracts including dismissal procedures (except where delegated to the Chief Executive or Headteachers/Heads of School), drawing on the membership of the Board and the Local governing body and make recommendations to the **FARM**.

### **3. Premises**

- ensure the premises and grounds are maintained to a high standard, and to review the building maintenance plan in order to prepare a list of priorities for maintenance and development and ensure that adequate resources are available;
- consider the relative funding priorities necessary for security, maintenance, repairs and redecoration, and to approve the costs and arrangements within the budget allocation;
- recommend to the Trust a plan for capital expenditure and to implement the plan after approval by the Trust and to monitor expenditure against the plan;
- consider any recommendations for disposal of Trust property and make recommendations to the Board and establishing whether the approval of the Secretary of State is required, in line with Academies Financial Handbook requirements;
- implement, review and monitor the Trust health and safety policy.
- ensure that health & safety, building inspections and risk assessments are carried out in the prescribed manner and timing and that the risk register is maintained.

#### 4. Pay

- ensure that the academy is statutorily compliant, adopting the Trust Pay Policy, including where relevant the School Teachers' Pay and Conditions Document;
- to annually review staff salaries and consider pay discretions and applications for re-grading in line with the Scheme of Delegation;
- to ensure that the Policy is applied equitably and consistently for all staff;
- to ensure that pay decisions are fair and equitable, link with the Appraisal procedures and take account of the recommendations of the Chief Executive and where appropriate other members of the Leadership Team;
- to review on an annual basis the academy's staffing structure, specifically in respect to pay relativities of posts in the structure and maintain an up to date staffing structure to approve, within the budget, pay progression;
- to ensure accurate and up to date person specifications and job descriptions are maintained in the academy to inform pay decisions where necessary;
- to ensure annual pay statements are issued to all staff in accordance with the Trust pay policy;

#### 5. Audit

- advise the FARM via the Chief Financial Officer on an appropriate programme of work to be delivered by independent assurance providers (external auditors and responsible officer). This programme of work to be derived from the Audit Committee's regard of the key risks faced by the MAT, the assurance framework in place and its duty to report to the **MAT Board**;
- review the external auditor's annual planning document and approve the planned audit approach for each academy;
- implement recommendations from reports (eg annual reports, management letters etc) from the auditors and other bodies, for example the ESFA, and consider any issues raised, the associated management response and action plans;
- regularly monitor outstanding audit recommendations from whatever source and ensure any delays to implementation dates are reasonable;
- cooperate with the MAT Board, in ensuring that all allegations of fraud or irregularity are managed and investigated appropriately;
- consider any additional services delivered by the external auditor or other assurance provider and ensure appropriate independence is maintained;
- ensure appropriate cooperation and coordination of the work of the external auditor and responsible officer.

By order of the Trust, we approve the Northern Lights Learning Trust's Scheme of Delegation

Chair of Trust: Print name: \_\_\_\_\_

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

Chief Executive: Print name: \_\_\_\_\_

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

(Chief Financial Officer] : Print name: \_\_\_\_\_

Sign: \_\_\_\_\_

Date: \_\_\_\_\_