



West Norfolk Academies Trust Scheme of Delegation

September 2024-2027

All Schools – For implementation from date of joining WNAT.

Introduction

Our Multi Academy Trust

West Norfolk Academy Trust (WNAT) consists of a small family of schools based around West Norfolk. The Multi Academy Trust ('the Trust') is a small locally based charity working with Primary and secondary schools in the West Norfolk Area.

The Trust is run by a Chief Executive Officer under a board of Trustees sometimes referred to as 'Directors' and is accountable to the Department of Education ('the DFE'). The Trustees on the board are appointed by the Members of the Trust. Each school has its own Local Governing Body ('the LGB'). The Governors who serve on the LGB are appointed by the Chair of the Trustees (Chair of Governors), the Headteacher and Chair of Governor appoint other members, liaising with the Chair of Trustees where appropriate. Each LGB includes staff, parent and non-staff representatives.

Our Structure

The Trustees have overall legal responsibility for the operation of the Trust and the schools within it. However, the board works in partnership with its family of schools.

This Scheme of Delegation provides for certain functions to be carried out by one or more of the following:

- The Trustees (sometimes referred to as the Directors) and/or
- The Chief Executive Officer ('the CEO'), who is an executive member of the board of Trustees
- The Deputy Chief Executive Officer ('DCEO') / Director of Curriculum ('DOC') / Chief Finance and Operations Officer ('CFOO'), who are executives but not members of the board of Trustees and / or
- The Local Governing Body of the school; and / or
- The Headteacher of the school.

Where it has been deemed appropriate, with verbal agreement from the Chair of Trustees, the CEO of the Trust has the authority to act on behalf of all Trustees without calling a meeting under the following circumstances:

- Approve the application of nationally recommended pay rises to the Trust (where this falls outside the timing of scheduled meetings);
- Approve the signing/issue of settlement agreements outside the authority of CEO;
- Approve requests/recommendations discussed at board level where an adjustment(s) to proposals have been requested. This will prevent proposals needing to be resubmitted to future Board meeting where timing is a factor;
- Removal or suspension of Chair of LGB (appointment would remain with full Board);
- Suspension of member of the Executive (DCEO, DOE, CFOO);
- Awarding of contracts where Directors approval is required (where this falls outside the timing of scheduled meetings); and
- Reputational risk: permission to act if waiting could damage the reputation of WNAT.

All academies are required to operate in accordance with the Trust's policies and procedures, as well as demonstrating principles of good financial management. Members, Trustees and staff must follow the latest version of the Academy Trust Handbook.

All WNAT Academies are subject to annual external and internal audit, as well as other assurance work, as required by the Trust's Finance or Audit Committees.

The Board of Trustees

Many of the board responsibilities fall within the remit of the Terms of Reference for either:

- its Finance and General Purposes Committee or
- its Audit and Risk Committee.

Where functions are to be carried out by a Committee this is identified in this Scheme of Delegation. If no Committee is mentioned the full board will deal with the matter.

The Executive Team

A significant number of responsibilities under the Scheme of Delegation lie with the CEO. It is recognised that the CEO may choose to delegate some of their duties to the Deputy CEO, Director of Curriculum, Chief Finance and Operations Officer and other staff in their teams.

The executive team currently comprises the Chief Executive Officer (CEO), the Deputy Chief Executive Officer (DCEO) the Director of Curriculum (DOC) and the Chief Finance and Operations Officer (CFOO). In the absence of the CEO the Deputy Chief Executive Officer (DCEO) deputises for him. The Director of Curriculum (DOC) will deputise in the absence of the Deputy CEO.

STRATEGY				
ASPECT	TRUSTEES	EXECUTIVE TEAM	LGB	HEADTEACHER
Development of the strategic plan for the Trust	Approves the strategic direction of the Trust and monitors its Implementation.	Recommends strategic direction and development Reports to Trustees on the implementation and impact Ensures schools focus on the developments through their School Development Plans.	Monitors specific school level focuses through the School Development Plan	Consulted via Head Teacher Meetings
Growth and new schools	Approval of the Trust's Growth Plan Approval to conduct due diligence on proposed new schools Approval to sign Memorandum of Understanding of transfer to the Trust	Recommend the Trust's Growth Plan Recommend due diligence process is started	No role	No role

		Recommend transfer of school/academy to the Trust		
Articles of Association	Articles of association are amended by the 'members' but the directors can advise members.	No role	No role	No role

GOVERNANCE AND RISK MANAGEMENT				
ASPECT	TRUSTEES	EXECUTIVE TEAM	LGB	HEADTEACHER
Establishing the Governance Plan	Writes the governance plan and receives reports from the executive team on performance against this plan. Sets terms of references for its own committees Establishes an instrument of government for each LGB which outlines the LGBs remit and the constitution of governors required	Implements the governance plan and monitors the effectiveness of each LGB, ensuring it is working towards the terms of reference.	Operates within the terms of reference and delegated powers set by the Trustees.	Reports concerns to the executive team.
Appointment of chair and vice chair and chairs of committees of Trust	Trustees appoint the chair and vice chair of committees of the Trust.	No role	No role	No role

Appointment (and removal) of Trustees	Members responsible for the appointment and removal of Trustees	No role	No role	No role
Appointment (and removal) of governors of Local Governing Body's	Trustees responsible for the appointment and removal of Chairs of LGBs and Executive Governing Body.	Recommend Appointments	Recommend and recruit governing body members	Recommend / recruit Appointments
Appointment (and removal) of chairs and vice-chairs of local Governing body's	Trustees responsible for the appointment and removal of Chairs of LGBs and Executive Governing Body.	Recommend Appointments	Recommend and recruit the Vice chair	Recommend/recruit appointments.
Appoint Auditors	Trustees Appoint	Co-ordinates Tendering on behalf of Trustees	No role	No role
Scheme of Delegation	Approves the scheme of delegation every three years	Recommends the scheme of delegation for Trustee approval following review every three years (or more frequently if an urgent change if required)	Consulted on fundamental revisions to the scheme of delegation.	Consulted on fundamental revisions to the scheme of delegation.
Statutory Audit Procedures	Trustees approve the Trusts statutory accounts.	To prepare all statutory requirements and following approval ensure they are appropriately filed.	No role	Supports statutory audit procedures as required by the CFOO and the Finance and General Purposes or Audit Committees.

				Implement any actions identified by the auditors.
Risk Management	Approval of Trust risk management framework Scrutinise the Trust risk register and monitor the effectiveness of mitigating actions (delegated to the Audit and Risk Committee)	Executive team to implement the Trust's risk management framework, ensuring risk registers and mitigating actions are periodically reviewed via regular reporting to the Audit and Risk Committee	LGB's to complete school's risk register and submit to the Executive team termly.	Maintain a school risk register in line with the Trust's risk management framework.
Statutory Policies	Approval of all statutory policies required by the Trust under UK legislation and DfE or ESFA regulations, unless delegated to either the Finance and General Purposes or Audit and Risk Committees for approval.	Recommend statutory policies required by the Trust under UK legislation and DfE or ESFA regulations	Adopt policies at a school level	Consulted on school level policies required by the Trust under UK legislation and DfE or ESFA regulations Implementation of requirements contained within all policies approved by Trustees.

For Full details of Trustee and Governance delegation please read this policy in conjunction with Trustee and Governor Information.

EDUCATION				
ASPECT	TRUSTEES	EXECUTIVE TEAM	LGB	HEADTEACHER
School Improvement Plan	Trustees review the implementation and impact of school improvement plans across the Trust and highlight any concerns they may have with individual schools to the Executive team.	Undertake reviews of school improvement plans and makes recommendations to Trustees Monitor the delivery of school improvement plans and assess performance, directing HT's where necessary. Ensure LGB's are undertaking their monitoring role and effectively evaluating.	Receive termly reports from the Head Teacher and monitor progress against the school Improvement plan.	The Head Teacher is to ensure on going monitoring of the School improvement plan and produce a termly report for the LGB.
Curriculum	Review with the Executive team to ensure that the curriculum in each school meets legal requirements.	Ensures that the curriculum in all our schools meets the requirements of the National Curriculum and that the curriculum is	Ensures that the curriculum reflects the needs of its community.	Under the direction of the Executive team sets the curriculum for their school, ensuring that requirements of the National Curriculum

	Trustees to be made aware by the executive team of any schools not meeting requirements and plans to rectify.	ambitious, knowledge rich, progressive and broad and balanced Notifies Trustees of any areas of concern within WNAT schools and plans to rectify.		are met, and that the curriculum is ambitious, knowledge rich, progressive and broad and balanced
Teaching and learning (pedagogy)	Approves the WNAT School Improvement Strategy (part of the WNAT Strategic Plan)	Delivery of the WNAT School Improvement Strategy. Supports leaders in schools develop and improving teaching in their schools Provides direction on pedagogy	Receives termly updates on the effectiveness of teaching and learning in the school	Ensures that effective pedagogy is in place that leads to high standards of achievement. Monitor the effectiveness of teaching and learning and summarise strengths and areas for development
School hours and term dates	Executive Leadership team to brief Trustees on proposed changes and changes to statutory guidance.	Approve the school term dates and opening and closing times	Made aware of the changes and discuss the implementation strategy.	Consulted in Trust Head Teacher meetings Implement changes effectively.
Admissions, Appeals Policies.	Trustees will approve all such admissions criteria and policies and any amendments to them. The Trustees will approve	Approve admissions above PAN (outside of fair access) Recommend to the Trustees when a change in PAN or	Made aware of admission numbers in the headteacher report.	Head teacher administers the Trust model admissions policy and the agreed over subscription criteria

	changes to the pupil admission number or other significant change in each school (to be formally approved by DfE)	other significant change is required at a school.		Head teachers will consult with the Executive Leadership team on any admissions above PAN (outside of fair access) Head teachers will consult with the Executive Leadership team on any instances where they want to challenge the admission of a pupil with an EHCP or a LAC pupil The Head teacher will consult with the Executive Leadership team when a change of Pupil Admission Number or other significant change may be required.
Exclusions	Executive leadership team to brief audit and risk committee on exclusions.	Monitors the number of exclusions in schools and holds leaders to account where there are concerns regarding exclusions	Made aware of exclusions in the headteacher report.	It is the head teacher's decision to exclude. All assaults on members of staff should be reported to the Executive Team.

		Receive reports from head teachers on any assaults on staff. Ensures Independent Review Panels are held when a parent requests one.		
Emergency closures e.g. due to snow / flooding / loss of essential utilities	Chair of Trustees to be informed of any closures beyond one day.	CEO to authorise any emergency closures of schools beyond one day. CEO to report closures of more than one day to chair of Trustees.	Chair of Governors to be informed via the Headteacher of closures and the reason.	Head Teacher to decide on day one of closure in consultation with the Executive team. If the closure is to be for more than one day, then a decision to continue closure must be approved by the CEO.
Website compliance	Executive Leadership team to brief Audit & risk committee on compliance	Ensure all websites are reviewed and compliant.	Ensure that website has been reviewed and is fully compliant.	Head Teachers are to ensure that their school website meets all legal requirements. This will be reviewed by the LGB
Pupil Premium, Sports Premium and Other Ring-fenced Funding	Executive Leadership team to brief Audit & risk committee on compliance	Approve Pupil Premium and Sports Premium plans Review Effectiveness Committee on the use and	Receive reports from school leaders on the use and effectiveness of the funding.	Ensure that Pupil Premium, Sports Premium and Catch-up Premium are used in accordance with the DFE grant conditions and

		impact of Pupil Premium and Sports Premium.	Nominated a member of the LGB who has responsibility for Pupil Premium funding	produce a report on the use and impact of the funding for the LGB and to publish on the school website.
Educational collaborations and partnering arrangements	Executive Leadership team to brief Trustees on any proposals.	Assess any proposals put forward by the Head Teacher. The Exec team may decide to approve the proposal; as submitted or approve the proposal subject to any amendments considered appropriate.	Made aware of professional development through partnering links in headteachers report.	The Head Teacher must produce a proposal for the Executive team prior to entering any agreement or partnering arrangement detailing fully all information to be considered surrounding the agreement.

FINANCE & GENERAL PURPOSES				
ASPECT	TRUSTEES	EXECUTIVE TEAM	LGB	HEADTEACHER
Budget	Trustees approve budget recommended by the Finance and Resources Committee.	Sets budget for the Trust, including key budgeting assumptions and timelines Recommend a 3-year financial plan and annual budget for the Trust and all schools to Trustees	No role	Consulted on fundamental elements of their schools budget.
School setting a deficit budget	Finance and General Purposes Committee approve the deficit recover plan. Finance and Resources Committee receive updates on progress against the plan through monthly management accounts	Recommend to Finance and General purposes Committee the deficit recovery plan School's progress is monitored by the Executive Team through monthly management accounts	No role	In conjunction with the Executive team prepare deficit recovery plan. Head Teacher to ensure that the recovery plan is followed.
Budget Monitoring and delivery	Chair of Trustees receives monthly management accounts. Finance and General purposes Committee scrutinise termly management accounts Monthly management	Produce monthly management accounts and review performance against budget, taking action where required to achieve the budget.	No role	Responsible for spending in line with the approved budget.

	accounts available to all Trustees.	Present management accounts to the Chair of the Trustees on a monthly basis and to the Finance and Resources Committee on a termly basis. The CEO has the authority to take direct control of school finances where schools • Persistently bypass purchasing or appointment processes set out in the trust's policies; • Fail to follow correct tendering/value for money processes set out in the trust's policies; or • Forecast an overall negative deficit budget without prior agreement. Control will be returned to Head teachers once it can be demonstrated that financial control is		
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		embedded within the operations of the school.		
Use of Reserves	Finance and General purposes Committee approve business cases for submissions outside the delegated authority of the CEO. Finance and General Purposes committee Consulted on business case in line with the school's improvement plan.	Review business case and will either: • Approve in line with delegated financial limits or • Reject The Executive Leadership Team to recommend any Trust wide business cases to the Trustees	No role	Proposes business case to the Executive Team for access to reserves.
Capital Budget	Finance and General Purposes Committee review Schools capital allocation plan. Monitor progress termly via the Finance and General Purposes committee.	Recommend Capital and ICT strategies and report to Finance and General Purposes Committee	No Role	Consulted on Estates and ICT requirements.
Writing off bad debts	Approve writing off bad debts greater than £5000	In accordance with the delegated limits approve writing off bad debts up to £5000	No role	Recommends writing off bad debts in accordance with the delegated limits (up to £500.

Asset Disposal (non-land and buildings)	Approve all fixed asset disposal via the Finance and General Purposes committee Full Board of Trustees approves all asset disposals over £25,000	Assess any proposal put forward by the Head Teacher and either: • Approve the proposal for recommendation to the Finance and General purposes committee • Consider amendments where considered appropriate • Reject the proposal	No Role	Recommend in writing any potential asset disposal including justification for disposal and potential disposal method.
Disposal of assets (land and buildings)	Finance and General Purposes Committee to recommend and Board of Trustees to approve the disposal of any land. If required by the Academy Trust Handbook the ESFA must be consulted.	The Executive Leadership Team will recommend to Trustees the disposal of land and buildings.	No Role	No Role

Inventory	Executive Leadership team to brief Audit & risk committee on compliance	To maintain Fixed Asset registers for the Trust and its schools. Ensure an inventory of stock items is conducted and values are accurately recorded in the monthly management accounts.	No Role	Ensure assets are appropriately and securely stored within school.
Insurance	Finance and General Purposes Committee to ensure that appropriate arrangements are in place.	Responsible for procurement of appropriate cover for the Trust. Ensure all claims are processed and followed up where appropriate.	No Role	Identify and inform the Executive team of any additional insurance requirements. Report any potential claims to the Executive Leadership team for processing.
Legal claims	The Trustees approve any action as it may reasonably require, in relation to the defence or prosecution of any claim or proceedings.	The CEO assesses any actual or potential claims and reports any significant or high-risk claims to the Trustees. CEO approves the use of solicitors for legal advice/representation The CEO to instruct the Head teacher in relation to	No Role	Report to the CEO any actual or potential claims or proceedings affecting the school immediately Act on any instructions received from the Trustees or Executive Leadership Team.

		the conduct of the claim or proceedings. The CEO will act on any instructions received from the Trustees.		
Health and Safety	Audit and Risk committee receive reports from the Executive team on compliance with health and safety and accident reporting.	Ensure that all schools adhere to the Trust Health and Safety policy and are regularly audited and reviewed and that they are legally compliant. Report to the Audit and Risk Committee at least bi-annually on health and safety.	Headteachers report highlights any issues with regard to risks that may affect Teaching and Learning.	Responsible for specific health and safety duties as set out in the Trust Health and Safety Policy Ensure accident reports are used to record all accidents and safety incidents. All accidents to be recorded on the same day as the accident. Notify Executive Leadership team and/or Estates Manager of any incident or accident that is RIDDOR reportable to HSE or results in a hospital visit

For Full details of Financial delegation along with delegated limits please read this policy in conjunction with West Norfolk Academies Trust Finance Manual.

HUMAN RESOURCES				
ASPECT	TRUSTEES	EXECUTIVE TEAM	LGB	HEADTEACHER
Pay and performance management	Approval of whole Trust Pay Policy, pay scales and benefits. Performance management of CEO and remuneration package. Team of Trustees approve the incremental pay rises following moderation.	CEO ensures that all WNAT Executive and Central Team staff receive appropriate appraisal and remuneration. The CEO (or their representatives DCEO or DOE) performance manage all head teachers, in line with the Trust appraisal process and reports to the Trustees. The Executive Team sets the pay ranges for all job roles within the Trust. Approves HT recommendation's for staff pay rises and progresses them to Trustees for full approval.	No Role	Ensures that appraisals are undertaken in accordance with the WNAT Performance Management Policy Recommends applications from staff to progress to the next pay point to the Executive Leadership team. Participates in moderation across the trust by phase. Report the outcome of performance management identifying staff not automatically incrementing to the Executive Team annually.

Executive Leadership Team Appointments	The Board of Directors appoints the CEO. Directors participate in the selection process of all other members of the Executive Team.	CEO to lead the process of appointments to the Executive and Central Team. Members of the Executive Leadership and Central Team to participate in the selection process alongside Trustees where appropriate.	No Role	No Role
School Senior Leadership Team appointments	The Board of Directors will be informed of the appointment and resignations of all senior leaders in all schools. A member of the board will be on the appointment panel for all positions of Deputy Head Teacher and above.	The CEO in consultation with the Executive Leadership Team will appoint Head Teachers. A member of the Executive Leadership Team or nominated individual and the Head teacher will lead jointly on the process for filling any vacancies in the Senior Leadership Team. CEO makes final decision on all SLT appointments where the selection panel does not agree.	Chair of Governors involved in the interview process	Notify the Executive Leadership team of any potential vacancy in the Senior Leadership Team. Lead the process for SLT appointments, supported by the Executive team or their nominated representative

Teacher/ Support Staff Appointments	Executive Leadership team to report termly to Audit and Risk committee regarding staffing. Alerting of any potential areas for concern.	Approve all planned appointments	Headteacher report highlights any potential risks and appointments.	Lead on the recruitment of all vacancies within their school. It is recognised that the Head Teacher may choose to delegate some of their recruitment duties to other Line Managers within their school where appropriate.
Terms of Employment	Executive Leadership team to give an overview of any changes to the Terms of Employment via the Finance and General purposes committee.	Approves any change to the Terms of Employment	No Role	To propose any change to terms of employment to the executive team.
Restructuring	Finance and General Purposes Committee to approve restructures with financial implications over £50,000 or affecting more than 10 staff.	The CEO to approve restructures with financial implications up to £50,000 or affecting less than 10 staff. The CEO can delegate authority to run a consultation process to either a member of the Executive Leadership Team	No Role	The Head teacher will run a consultation in their school on behalf of the Trust in line with Trust policies.

		or Head Teacher as appropriate.		
Dismissals (including as a result of failure of probationary period)	Trustees and a member of the Executive Leadership Team will participate in dismissal hearings for Head teachers. Trustees will participate in Dismissal hearings for members of the Executive Leadership Team.	The CEO is to be consulted on all potential dismissals. A member of the Executive Leadership Team will participate in dismissal hearings for all senior leaders and Head teachers.	No Role	Follow the procedures set out within the relevant Trust policy where a decision has been identified to potentially dismiss. Consult with the Executive Leadership Team regarding the potential dismissal of any employee.
Disciplinary and Capability Measures	Trustees informed of any disciplinary and capability issues related to Head teachers and members of the Executive Leadership Team for oversight and to ensure procedures have been correctly followed. The Chair of Trustees will lead on any disciplinary or capability issues related to the CEO following the procedures within the relevant Trust policy	Ensure that the Disciplinary/Capability policy is followed. Will manage any disciplinary/capability issues for any WNAT Central Team staff, head teachers and members of the executive team. The CEO has authority to suspend Head teachers, Trust Executive Leadership and Central Team staff where necessary, either	No Role	Consult with the Executive Team regarding the suspension of a member of staff and the imposition of disciplinary and/or capability measures. The Head teacher has authority to suspend members of school staff, other than senior leaders, where necessary, either before a disciplinary investigation commences or during the process.

		before a disciplinary investigation commences or during the process. CEO to notify the Trustees: • if the employee concerned is the Head teacher, a member of the Senior Leadership Team of the school or a member of WNAT Central team and • where the imposition of a disciplinary or capability measure is or may be the appropriate course of action.		Suspension should only be undertaken in exceptional circumstances such as to ensure a fair investigation can take place and / or to protect staff / pupils' safety (including the member of staff being investigated).
Severance, compensation and ex gratia payments in settlement agreements	Chair of Trustees and Chair of Finance and General Purposes Committee jointly authorises payments over £30k Note any payments over £50k non-contractual and all ex-gratia payments require EFSA approval.	Authorise payments up to £30k	No Role	No role

Safeguarding	Approve all safeguarding policies Receive a copy of all whistleblowing incidents recorded in WNAT schools. Trustees informed of updates via the Trust Safeguarding Lead	CEO to inform the Trustees of any safeguarding issues raised in respect of any member of staff. Executive Leadership team to ensure that safeguarding procedures within the schools and centrally meet all national and local requirements and that a policy is in place. The CEO is to ensure the LADO, Chair of Trustees and external HR Advisor are notified immediately of any safeguarding issues or concerns relating to Head teachers, Trustees, Members, or the Trust Central Team. Recommend Safeguarding policies to the Trustees and ensure they are reviewed in accordance with the policy review timetable.	Headteachers report updates the Governors on safeguarding within their school. A Governor has a safeguarding responsibility and holds regular meetings with the Designated Safeguarding Lead	The Head teacher is to ensure the LADO, Executive Team and external HR advisor are notified immediately of any safeguarding issues or concerns relating to staff. The Head teacher is delegated the day-t-day administration of safeguarding procedures in their school, ensuring that WNAT systems and procedures are implemented. Head teachers should ensure that the school is using WNAT procedures for inducting all new staff and volunteers into the school's safeguarding systems. It is the head teacher's responsibility to ensure that checks are undertaken on all staff and certain volunteers that work in the school prior to their appointments
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				including DBS checks and reference requests. Head teacher to ensure all safeguarding policies are shared with staff at induction and throughout the year in training. To ensure the WNAT whistleblowing policy is being promoted to all staff.
CPD	Trustees briefed of whole Trust CPD plans. The Trust strategy plan incorporates CPD	Executive Team approve plans for training days ensuring that they link to the Trust Strategy plan and the school improvement plan. 1 or more of the 5 training days per year may be designated as a Trust training day by the Executive Team. The date(s) of this will be set before the start of the year.	Headteacher report informs Governors of school CPD which is relevant to the school improvement plan	Consulted by the executive team on the proposed dates and content for training days before the start of each school year. Head Teachers will be responsible for their school level CPD budget and allocating funds to individual staff member training requirements. It is recognised that the Head Teacher may choose to delegate their training

				budget to another member of their SLT.
Head teacher illness	CEO to inform the Chair of Trustees of any Head Teacher absence triggering Bradford Index. In the case of the CEO triggering absence the DCEO will notify the Chair.	The Executive Team will monitor and manage the Head teacher's absences in line with the Trust Staff Absence Policy	No Role	Report sickness to the CEO in line with the Staff Absence Policy
Staff illness (non head teacher)	Risk and Audit committee to be briefed on any significant absence issues.	Executive team to ensure that Head teachers are applying the Trust staff absence policy correctly.	LGB to monitor staff absence termly through Head teacher reporting.	The Head teacher to apply the Trust Staff Absence Policy. The Head teacher to liaise with the Trust HR provider on managing staff when triggers as specified within the Trust Staff Absence policy are met. It is recognised that the Head Teacher may choose to delegate this role to other Line Managers within their school. Head Teachers to ensure that all absences are reported to the payroll

				Manager in a timely manner.
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For Full details of HR delegation structures please read this policy in conjunction with the relevant West Norfolk Academies Trust HR policy.