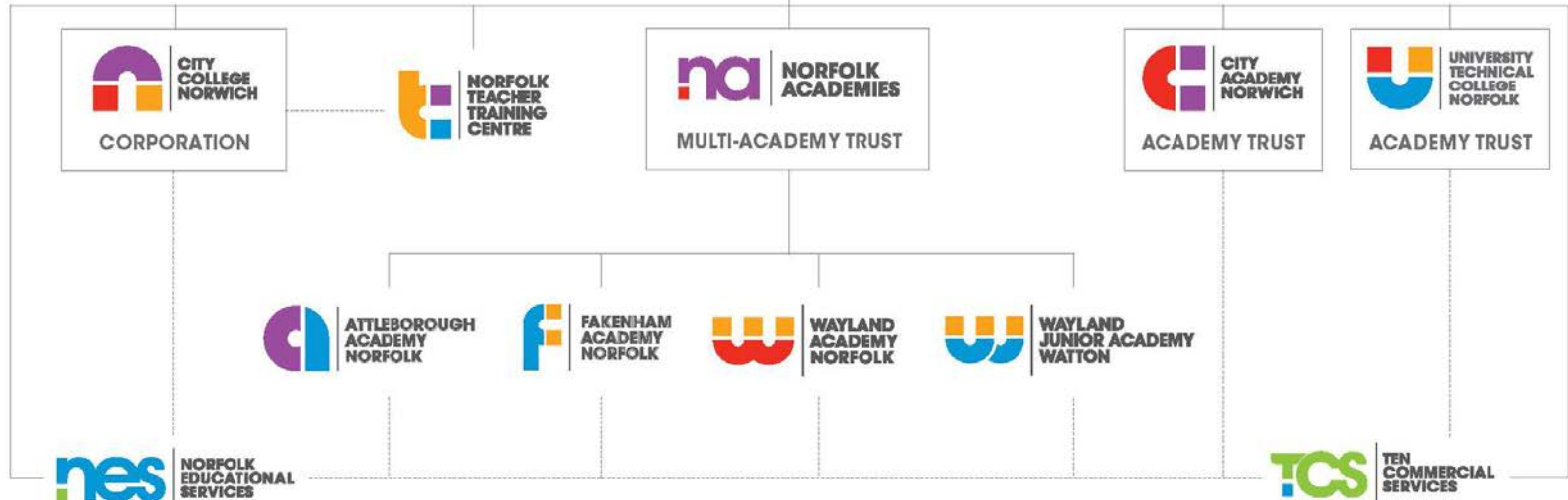


Developing Governance

Scheme of Delegation

September 2016

Organisation Structure



Our Vision

Our vision is to deliver **excellence in education for Norfolk**.

Excellence

We want to **be the best** we can be; in terms of the **success and progression** of our students and in the provision of our services.

Education

We are set up to allow our academic staff to **focus** on students and our support staff to **focus** on customer service, to provide an inclusive education to all within the TEN Group, from **“cradle to degree”**.

Norfolk

We are **based in Norfolk for Norfolk**, providing a Norfolk solution to Norfolk educational challenges.

Our Values

Our values are evident in how we work. They **underpin** everything we do.

Excellence

We want to **be the best** we can be; not comfortable with being comfortable; driving up standards; raising our game..

People-centred

Students, staff, parents and stakeholders.

Resilient

Students, staff and federation that are resilient to **change and challenges**.

Collegiate

The concept of collegiate autonomy. We are independent institutions but **part of a family**. We are more than a sum of the parts.

Future Focused

We are **focused on tomorrow**; on the positive **long-term outcomes** and progression of our students and **driving aspiration** for our stakeholders.

Key Principles (1)

The underlying principles for this Scheme of Delegation are that all educational institutions are in a group partnership who collectively share the same values, aspirations and objectives - for the people of Norfolk.

1. TEN is a registered educational charity and it remains true to its aims and objectives.
2. TEN is mindful that its function is to ensure that all statutory and legal obligations are met.
3. TEN believes that a Colleges' Governance structure and an Academies' Governance Structure work well together in a collegiate manner and are separate and different. This document focuses upon our Academies' Governance model.
4. Within our Academies' Governance model, TEN believes that a single multi-academy trust (MAT) with contributing Academy Councils (ACs) are best suited to service the needs of their individual Academy and their local community.

Key Principles (2)

Continued:

5. TEN's intention is to be as light-touch as possible within the Scheme of Delegation in order for Academy Councils to respond at a local level – so that they can fully meet the needs of the students and local community.
6. All Trustees, Directors and Academy Council Members (ACM) will be appointed through a search and recruitment process undertaken by the Group CEO's Office. Recruitment will follow a rigorous interview process and will match potential candidates to the skills required by the AC vacancy. Skills Audits will be undertaken at regular periods by all Boards and may be reviewed at the point of future vacancies.
7. All Boards will undertake on-line Self Assessments at least annually and in line with Nolan Standards of Public Office.
8. Group wide Training Sessions will be planned and included in the annual schedule of business for all entities.
9. All Directors' and Academy Council Members' appointments will be for a four year duration; this will be renewable by mutual agreement.
10. Governance support functions will be provided centrally, through Norfolk Educational Services, from the Professional Services Directorate.

Governance – Parent Body

The parent body for the Group is the Transforming Education in Norfolk (the TEN Group) Board of Trustees. This is an educational charity – registered number 1148753.

TEN Group Board of Trustees

Bryony Falkus (Chairman)
John Fry
Susan Guest
Chris Maw
Jim McAtear
Dick Palmer (Group CEO - TEN)
Richard Proctor

Patrons

Mr Richard Jewson (HM Lord-Lieutenant of Norfolk)
Professor David Richardson (Vice-Chancellor, UEA)

Each Academy is ultimately governed by the Norfolk Academies (NA) multi-academy trust (MAT) and their Board. Directors are appointed to the NA Board by the TEN Group Board of Trustees. The Board meets bi-termly or as often as necessary.

Each Academy has its own Academy Council (AC) which meets bi-termly or as often as necessary. Academy Council Members (ACM) are appointed to the AC by the TEN Board, academy parent (for Parent ACM) and academy staff (for Staff ACM) are nominated by the TEN Board. Academies may, at the discretion of the NA Board, develop *Industry Liaison Groups*, as described in this document.

Governance – Centralised Services

- All Governance Services will be provided by Norfolk Educational Services.
- All Governance documentation – including notices of meetings, Board agendas and papers, policy and other key documents etc – will be provided on BoardPad. BoardPad is a third party piece of software procured for these purposes.
- Board agendas will be split into three sections:
 - a) Matters for discussion and decision
 - b) Matters for routine recommendation
 - c) Items for information only
- Standing Items on all agendas will include (but not be limited to): apologies for absence; declaration of interests; minutes of the previous meeting (including accuracy and Matters Arising) and confidentiality. In the case of Academy Councils, matters to be brought to the NA Board's attention will also be a standing item. At NA Board level, a similar item – Matters for the TEN Board's Attention – will also be included.

The Multi-Academy Trust - Norfolk Academies

- **Norfolk Academies** has the overall responsibilities for all aspects of all of the Academies within its remit.
- It is defined by its *Articles of Association* and is the legal entity for the academies within its remit.
- It is responsible for meeting the terms of the Education Funding Agency's (EFA) **Funding Agreement**.
- It will delegate to each local *Academy Council* as per this scheme of delegation.
- It will operate an **Audit and Risk** Committee.
- It will operate a **Business** Committee.

Governance – Scheme of Delegation – Norfolk Academies

Delegated Duty	Delegated Authority	Comment
Employment of teaching and associate staff	Norfolk Academies Board	Norfolk Academies will act as the employer of all teaching and associated staff; “other” staff will be located in Norfolk Educational Services (NES) or through an agreed third party supplier
Requirements of the EFA Funding Agreement	Norfolk Academies Board	The Board of Directors are responsible for meeting the requirements of the EFA’s Funding Agreement. It will not delegate these responsibilities.
Contracting with Norfolk Educational Services (NES)	Norfolk Academies Board	Norfolk Academies is the legal entity which will contract with NES, on behalf of the individual academies. These contracts are on a 5-year, rolling basis.

Governance – Scheme of Delegation – Norfolk Academies

Delegated Duty	Delegated Authority	Comment
TEN Group Financial Regulations	Norfolk Academies Board	The NA Board is responsible for the implementation and monitoring of the TEN Group's Financial Regulations with respect of the Academies within its remit
TEN Group Corporate Policies	Norfolk Academies Board/ Academy Council	THE NA Board is responsible for the implementation of the TEN Group's Corporate Policies (e.g. Health and Safety etc). It will delegate, where appropriate, responsibility for the monitoring of these at a local level to the relevant Academy Council
Capital Programme	Norfolk Academies Board	Proposed capital programmes to be approved by NA Board by July each year – submission by Group Finance Director and NA Chief Executive
Income Generation	Norfolk Academies Board	Any income generated will be attributed to each individual Academy for them to invest in the future learning of their students
Investments	TEN Board	TEN will invest any surplus monies on behalf of each Academy in high interest accounts. All interest generated from such investments reverts back to the individual Academy

Composition of Multi Academy Trust (Norfolk Academies)

Type of Member	Number	Term of Office	How They are Elected
Chair	1	6 years	To be appointed by the TEN Group Board of Trustees
CEO - NA	1	Indefinite	N/A – by appointment as CEO
TEN Group-appointed Member	Minimum of 4	4 years	To be appointed by the TEN Group Board of Trustees
Academy Principals	As required	As required	As required by NA Board
Governance Company Secretary	1	Indefinite	To be appointed by the TEN Group

Academy Councils

- **Academy Councils**, within the Norfolk Academies Trust (MAT), will follow this scheme of delegation
- For each delegated duty, the Academy Council will **report to** the NA Board on an **annual basis**
- Each Academy Council will develop an **Industry Liaison Group**, where appropriate, and which has the approval of the NA Board
- Each Academy Council will follow a **key schedule of business** and will be able to add to the core schedule with the endorsement of the NA Board
- Each Academy Council Meeting will have a standing item of “Matters to be referred to the NA Board” – for use should such matters be discussed at any meeting

Governance – Scheme of Delegation – Academy Councils (1)

Delegated Duty	Delegated Authority	Comment
Monitoring of “Four Pillars” of OFSTED; Scrutiny Reports	Academy Council	<p>Academy Council Members will utilise the Developing Governance documentation for each of the four pillars of OFSTED. ACMs will be identified for lead, and second, roles in relation to each of the four pillars.</p> <p>Each Council will receive an Annual Scrutiny Report on ACMs’ Four Pillars Visits, outlining the challenges made by AMCs and the Academy’s SLT’s responses to them. This Annual Report will be sent to Norfolk Academies Board, also.</p>
Development of an Industry Liaison Group (ILG)	Academy Council	<p>Academy Councils will, following approval from the NA Board, appoint an Industry Liaison Group (ILG) comprising of local business representatives which will advise the Academy Council on employment and employment related matters. The terms of reference and schedule for this Group will be flexible, reflecting the needs of local businesses. The Principal will report, on a termly basis, on the work of the ILG to the Academy Council.</p>

Governance – Scheme of Delegation – Academy Councils (2)

Delegated Duty	Delegated Authority	Comment
Admissions	Academy Council	All Academies will follow the Local Authority’s admission policy for 11-16 and Norfolk Academies’ post-16 policy (taking into account Local Authority admissions policies)
Safeguarding	Norfolk Academies Board/Academy Council	Norfolk Academies will, in respect of each Academy, act in accordance with, and be bound by, all relevant statutory and regulatory provisions for safeguarding. All Academies will follow the TEN policy on safeguarding. Academy Councils will be responsible for the monitoring of Safeguarding at their respective Academy and will pass their Annual Safeguarding Report to the NA Board for endorsement.
Pupil Premium	Norfolk Academies Board/Academy Council	Norfolk Academies will, in respect of each Academy, act in accordance with, and be bound by, all relevant statutory and regulatory provisions for Pupil Premium. All Academies will follow the TEN policy on Pupil Premium. Academy Councils will be responsible for the monitoring of Pupil Premium at their respective Academy and will pass their Annual Pupil Premium Report to the NA Board for endorsement.

Governance – Scheme of Delegation – Academy Councils (3)

Delegated Duty	Delegated Authority	Comment
Sports Funding	Norfolk Academies Board/Academy Council for Primary Phase	Norfolk Academies will, in respect of each primary phase Academy, act in accordance with, and be bound by, all relevant statutory and regulatory provisions for sports funding. All Academies will follow the TEN policy on sports funding. Academy Councils will be responsible for the monitoring of sports funding at their respective Academy with a junior phase.
Health & Safety	Norfolk Academies Board/Academy Council	It is the responsibility of NA to ensure that health and safety laws are adhered to and the appropriate health and safety certificates are in place. The operational compliance of this function will be delegated on a day to day basis to the Principal and monitored by the Academy Council
Exclusions	Norfolk Academies Board/Academy Council and Principal	It is the responsibility of NA Board to ensure that all Academies follow TEN policy and procedures for exclusions as defined in the TEN Group Behaviour Policy. Academy Council Members may participate on relevant exclusion panels
Parent and Student Complaints	Norfolk Academies/Academy Council	Whilst it is the responsibility of NA to ensure that all Academies adhere to the TEN Group's Complaints Policy, Academy Council Members may participate on panels to hear the relevant stages of parent and student complaints
Local Stakeholder Relationships	Academy Council	Academy Councils may develop local stakeholder relationships, including developing communications with parents, community groups, businesses (e.g. via ILGs) and other stakeholders, as appropriate

Composition of Academy Councils

Type of Member	Number	Term of Office	How They are Elected
Chair	1	Up to 6 years	To be appointed by the TEN Group Board of Trustees
Principal	1	Indefinite	N/A – by appointment as Principal
TEN Group-appointed Member	up to 5	4 years	To be appointed by the TEN Group Board of Trustees
Staff-appointed Member	1	4 years	To be appointed by the TEN Group Board of Trustees – via nomination
Parent-appointed Member	1	4 years	To be appointed by the TEN Group Board of Trustees – via nomination
Governance Clerk	1	Indefinite	To be appointed by the TEN Group

Schedule of Business for Academy Councils

Activity	Comments
Number of Meetings	Twice per term
Key Reports	To include: Principal's Report (Full and Light ¹); Academy Council Members' Four Pillars Scrutiny Reports including the Annual Scrutiny Report; DATA Summaries On A Page (SOAPs); Annual Safeguarding Report; Annual Pupil Premium Report; Academy Self Assessment Report (SES); Academy Improvement Plan (AIP); Annual Sports Premium Report ² ; ILG Report
Principal's Report	The Principal's Full Report (PFR) to be presented at the first meeting of each term with the Light Report (PLR) being part of the second meeting
Annual Reports	The Academy SES, AIP, Data SOAP, Annual Pupil Premium, Safeguarding, Annual Councillors Scrutiny Report and Sports Premium ² , must all be presented (as a minimum) once an academic year
Development Agenda Matters	At the second meeting of each term, each Academy Council will discuss its own matters for development (such as Curriculum Planning, 6 th Form development; Stakeholder Development etc) – these will be notified to the TEN Governance Office in the prior term for endorsement by the NA Board

¹ Defined elsewhere; ² For Primaries only

Industry Liaison Groups (ILGs)

- **Industry Liaison Groups**, will be developed for each Academy
- The key purpose of these groups is to provide opportunities for local businesses to meet with the Academy SLT and discuss matters of student skills, knowledge and relevance to the working environment (eg curriculum developments, careers, placements, interview preparation, masterclasses etc – not limited to those listed here)
- The Principal of the Academy will Chair the meetings of the ILG. The schedule of these meetings is not specified in this Scheme of Delegation so as to offer flexible opportunities to engage with local businesses. The Principal will report to the Academy Council on the work of the ILG, at least on a termly basis

Terms of Reference for Academy Councils

ACADEMY COUNCIL'S RESPONSIBILITIES

Monitor the academic performance of the academy through the utilisation of the OFSTED Four Pillars themes; Use of “Developing Governance Booklets 1 to 4”

Monitor the effectiveness of the Academy in maintaining a healthy and safe learning and working environment and that safeguarding and health and safety policies are fully implemented in accordance with relevant policies

Monitor the effective local implementation and appropriateness of all academic policies and relevant corporate policies

Participate in meetings with parents and students following a permanent exclusion, or where the parents are entitled to ask for a meeting with Academy Council Members in any other disciplinary situation

Participate in meetings in relation to parents and students complaints and appeals, in line with the Group Complaints Policy

Contribute to the development of relationships with the Academy's stakeholders, including Industry Liaison Groups (ILGs)

Report to the NA Board of Directors on the activities undertaken by the AC through this scheme of delegation

Contacts

Governance Office – Sue Millions and Robert Barham-Brown

Tel: 01603 773 383 / 01603 773 381

Email: governance@ccn.ac.uk or susan.millions@ccn.ac.uk / robert.barham-brown@ccn.ac.uk

Web: www.tengroup.org.uk

Group Chief Executive Officer – Dick Palmer

Tel: 01603 773 302

Email: dick.palmer@ccn.ac.uk