

## NEWHAM COMMUNITY SCHOOLS TRUST/NCST FEDERATION – GOVERNANCE AND LEADERSHIP DECISION PLANNER

This decision planner is designed to work in conjunction with the formal Scheme of Delegation adopted by the Trust Federation. It provides a quick reference guide to how some of the important decisions within the Trust Federation and the Schools are to be made. Decisions as to whether a School is “effective” or “supported” will be made by the Trust Board in accordance with the Scheme of Delegation. In reaching this decision, the Trust Board will seek advice from the CEO and the Trust Leadership Group. If “supported” status is agreed by this group, the Trust Board may appoint a local management board, or they may appoint the Trust’s CEO and others to the supported school’s local governing body, depending on the specific circumstances of the case, and thus the structures that will facilitate the delivery of such support.

The Trust may charge for services provided in order to help the supported school, which may include the levy of a support fee. The size of this levy, and the period for which this will apply will be a decision for the Trust Board, based on the circumstances.

All appointments to the Local Governing Body of the supported school will require the approval of the Trust Board. All performance monitoring and school improvement support will need to be submitted to the Trust Board for approval. Other areas where the governance arrangements of a supported school differ from those of an effective school at local governing body level are highlighted in yellow in this document.

Any discrepancies between this document and the Scheme of Delegation shall be construed in favour of the Scheme of Delegation, which will take precedence. The different levels of delegated power are listed below but it should be noted that not every task requires all levels of delegated power to be defined:

- Approve (App)
- Propose (Pro)
- Develop (Dev)
- Monitor (Mon)
- Consulted (Con)
- Implement (Imp)

The governance and management layers within the Trust Federation are identified as follows:

1. Trust Members ( the “**Members**”)
2. NCST Board of Trustee/Governors/Federation Governing Body (the “**Trust Board**”)
3. Local Governing Body (the “**LGB**”)
4. Trust Chief Executive Officer/Lead Education Adviser (or designated member of the Leadership Group) (“**CEO**”)
5. Headteacher (“**HT**”)

## NEWHAM COMMUNITY SCHOOLS TRUST/NCST FEDERATION – GOVERNANCE AND LEADERSHIP DECISION PLANNER

	Task	Members	Trust Board	LGB		CEO	HT
				Effective School	Supported School		
1.	<b>Governance and Vision</b>						
1.1.	Approve any changes to Trust Articles of Association or Federated Schools Instrument of Government	App	Pro				
1.2.	Approve any changes to the Trust’s Founding Principles	App	Pro				
1.3.	Approve any changes to Trust Scheme of Delegation	Con	App	Con/Imp	Con/Imp	Dev/Pro	Con/Imp
1.4.	Change of status/conversion to academy	Con	App	Con/Imp	Con/Imp	Dev/Pro	Con/Imp
1.5.	Establish or merge Local Governing Bodies	Con	App			Pro	Con
1.6.	Establish Trust Committees and determine terms of reference		App			Pro	
1.7.	Establish LGB Committees (if required)		Mon	App	App	Con	Imp
1.8.	Appoint Chair of Trust Board/Federation Governing Body	Con	Pro/App				
1.9.	Appoint Trustee/Governors	App	Pro				
1.10.	Remove Trustee/Governors	App					

**NEWHAM COMMUNITY SCHOOLS TRUST/NCST FEDERATION – GOVERNANCE AND LEADERSHIP DECISION PLANNER**

	Task	Members	Trust Board	LGB		CEO	HT
				Effective School	Supported School		
1.11.	Appoint Chair of LGB		Con/App	Pro/App	Con	Con	
1.12.	Remove Chair of LGB		App	Con	Con	Con	Con
1.13.	Appoint Governors (i.e. members of the LGB)		Con/App	App	Con	Con	Con
1.14.	Remove Governors (i.e. members of the LGB)		App	Con		Pro/Con	Con
1.15.	Appoint (and remove) Clerk to Trust Board/Federated Governing Body		App			Pro	
1.16.	Appoint (and remove) Clerk to LGB		Mon	App	App	Pro	
1.17.	Trustee/Governor skills audit and governance reviews	Con	App			Imp	
1.18.	Governor skills audit		Mon/App	App	Con	Mon	Imp
1.19.	Approve Trustee/Governor Expenses Policy		App			Imp	
1.20.	Manage Conflicts of Interest		App				
2.	<b>Finance</b>						
2.1.	Trust Financial Regulations and Procedures		App	Imp	Imp	Dev/Pro	Con

**NEWHAM COMMUNITY SCHOOLS TRUST/NCST FEDERATION – GOVERNANCE AND LEADERSHIP DECISION PLANNER**

	Task	Members	Trust Board	LGB		CEO	HT
				Effective School	Supported School		
2.2.	Appoint Trust auditors		App			Imp	
2.3.	Approve Trust Budget	Mon	App			Dev/Pro	Con
2.4.	Trust Annual Accounts	Mon	App			Imp	
2.5.	Annual Report	Mon	App			Con	Con
2.6.	Undertake financial efficiency review (across the Trust)	Mon	Mon			Imp	
2.7.	Undertake financial efficiency review (within a School)		Mon	Mon		Pro/Con	Imp
2.8.	Compile and review Trust Risk Register		App			Imp	Con
2.9.	Trust Academies Accounts Returns to ESFA		App			Imp	
2.10.	Response to Auditor’s Management Letter		App			Imp	
2.11.	School Budget Plan		Mon/App	App	Pro	Mon	Dev/Pro
2.12.	Academy Accounts Return to ESFA		Mon/App	App	Pro	Mon	Imp
3.	<b>Strategy, Performance and Expansion</b>						

**NEWHAM COMMUNITY SCHOOLS TRUST/NCST FEDERATION – GOVERNANCE AND LEADERSHIP DECISION PLANNER**

	Task	Members	Trust Board	LGB		CEO	HT
				Effective School	Supported School		
3.1.	Trust Strategic Plan	Mon	App	Con	Con	Dev/Pro	Con/Imp
3.2.	New schools joining Trust (either as academies or federation schools)		App			Pro/Imp	
3.3.	School expansion and/or change in age range		App	Pro	Pro	Pro/Imp	Pro/Imp
3.4.	Determine overall effectiveness of School		App			Pro	Con
3.5.	School Performance Targets		Mon/App	App	Con	Pro/Con	Pro/Con
3.6.	School Development Plan		Mon/App	App	Con	Pro/Con	Pro/Imp
3.7.	School Action Plan/School Improvement Plan		Mon/App	App	Con	Pro/Con	Pro/Imp
3.8.	Intervention/Establish Interim Executive Board		App			Pro/Imp	Con
3.9.	EYFS Policy		Mon	App	App	Con	Pro/Imp
3.10.	EYFS Plan & Quality of Provision		Mon	App	App	Con	Pro/Imp
3.11.	SEND Policy		Mon	App	App	Con	Pro/Imp
3.12.	SEND Plan & Quality of Provision		Mon	App	App	Con	Pro/Imp

**NEWHAM COMMUNITY SCHOOLS TRUST/NCST FEDERATION – GOVERNANCE AND LEADERSHIP DECISION PLANNER**

	Task	Members	Trust Board	LGB		CEO	HT
				Effective School	Supported School		
3.13.	Teaching & Learning Policy		Mon	App	App	Con	Pro/Imp
3.14.	Curriculum Policy		Mon	App	App	Con	Pro/Imp
3.15.	Sex Education policy		Mon	App	App	Con	Pro/Imp
3.16.	Religious Education policy		Mon	App	App	Con	Pro/Imp
4.	<b>Staffing</b>						
4.1.	Determine Trust executive staff structure and grades	Mon	App			Pro/Imp	
4.2.	Determine School staff structure and grades		Mon/App	App	Con	Con/Pro	Pro/Imp
4.3.	CEO appointment	Con	Imp				
4.4.	Executive Team appointments		Mon			App	
4.5.	School Executive Headteacher/Headteacher/Head of School/Deputy Head appointments		Mon/App	App	Con	Con/Pro	Con/Pro (re Deputy Head)
4.6.	School teaching and associate staff appointments		Mon	Con	Con	Con	Imp
4.7.	Performance management of CEO	Mon	Imp				

**NEWHAM COMMUNITY SCHOOLS TRUST/NCST FEDERATION – GOVERNANCE AND LEADERSHIP DECISION PLANNER**

	Task	Members	Trust Board	LGB		CEO	HT
				Effective School	Supported School		
4.8.	Performance Management of School Executive Headteacher/Headteacher/Head of School/SLT		Mon/Imp	Imp	Con	Con/Pro	
4.9.	Suspension of CEO/Executive Team/School Executive Headteacher/Headteacher/Head of School/Deputy Head		App	Con	Con	Pro	
4.10.	Dismissal of CEO/Executive Team/School Executive Headteacher/Headteacher/Head of School/Deputy Head		App	Con	Con	Pro	Pro (re Deputy Head)
4.11.	Suspension and dismissal of other School teaching and associate staff		Mon/App	Mon		Con	App/Imp
4.12.	Redundancy of staff		App	Pro	Con	Pro/Con	Imp
4.13.	Restructuring of staff		App	Pro	Con	Pro/Con	Imp
5.	<b>Land and Contracts</b>						
5.1.	Asset Management Strategy and insurance		Mon	App	App	Con	Pro/Dev
5.2.	Health & Safety plus Safeguarding Policy & Review		Mon	App	App	Con	Pro/Dev
5.3.	Condition Surveys		Mon	App	App	Con	Pro/Dev
5.4.	Expansion and Redevelopment Works		Pro/App	App	Pro	Con	Imp

**NEWHAM COMMUNITY SCHOOLS TRUST/NCST FEDERATION – GOVERNANCE AND LEADERSHIP DECISION PLANNER**

	Task	Members	Trust Board	LGB		CEO	HT
				Effective School	Supported School		
5.5.	Grant of Leases		App	Pro	Pro	Con	Imp
5.6.	Lettings and shared use		Mon	Mon	Mon	Con	Imp
5.7.	Strategic support and shared services		App	Con	Con	Pro/Imp	Imp
6.	<b>HR and Policies</b>						
6.1.	Pay & Remuneration Policy	Con	App	Con	Con	Pro	Imp
6.2.	Job Role Salary & Grading Policy		App	Con	Con	Pro	Imp
6.3.	Changes to Employee Terms & Conditions or Collective Agreements		App	Con	Con	Pro	Imp
6.4.	Performance Management & Appraisal Review Policy		App	Con	Con	Pro	Imp
6.5.	Disciplinary Policy		App	Con	Con	Pro	Imp
6.6.	Grievance Policy		App	Con	Con	Pro	Imp
6.7.	Capability Policy		App	Con	Con	Pro	Imp
6.8.	Whistle-blowing Policy		App	Con	Con	Pro	Imp



**NEWHAM COMMUNITY SCHOOLS TRUST/NCST FEDERATION – GOVERNANCE AND LEADERSHIP DECISION PLANNER**

	Task	Members	Trust Board	LGB		CEO	HT
				Effective School	Supported School		
6.9.	Re-structuring & Redundancy Policy		App	Con	Con	Pro	Imp
6.10.	Employee Health & Safety Policy		App	Con	Con	Pro	Imp
6.11.	School times, terms and holidays			App	App	Con	Pro/Imp
6.12.	Adoption and review of Non HR Statutory Policies		Mon	App	App	Con	Pro/Imp
6.13.	Exclusions			Mon/App	Mon/App		App
6.14.	Appeals against Permanent Exclusion			App	App		Imp
6.15.	Complaints		Mon	Mon	Mon	Mon	Imp