NEWHAM COMMUNITY LEARNING – GOVERNANCE AND LEADERSHIP DECISION PLANNER - November 2022

This decision planner is part of the Trust's Scheme of Delegation. It provides a quick reference guide to how some of the important decisions within the Trust 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.

All users of this Planner should note that it *forms part of* the Trust's complete Scheme of Delegation (which also includes documentation such as terms of reference for various structures, codes of conduct and other key information which, together, describe the way in which the Trust has designed and continues to operate its governance arrangements in order to ensure the best possible educational outcomes for all children and young people educated at its schools).

The Trust and its schools have a large number of (statutory and non-statutory) policies in place which help ensure a fair, transparent and accountable system of operation, and the resolution of any difficulties which may arise. The Trust's Executive Group (with approval from the Trust Board) has agreed which policies sit at Trust level, and which at school level (the latter are managed entirely by our schools, but in a way that ensures that best practice and workload is shared). The oversight and review of the Trust level policies is managed via the Compliance and Policy Tracker - hence they do not appear on this Planner.

Any discrepancies between this document and the Scheme of Delegation written documents 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) [Note that in line items do not include 'Approve', 'Implement' is understood to mean 'Approve AND Implement']

- Additional note: where there are 2 actions in a single cell, these relate to the arrangements for, in the first instance, an Effective School, and in the second instance, for a Supported school.

This decision planner provides a quick reference guide for some of the key decisions that the Trust and its Schools make from time to time. Further detail will be set out in the Scheme of Delegation.

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

1. Trust Members (the "**Members**")
2. NCL Board of Trustees (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**")

Notes and definitions regarding the operation of this Leadership and Governance Decision Planner

A - Supported schools

The Trust's full Scheme of Delegation is available on the [Governance Page of the website](#). Included within the SoD is a document titled Accountability. The Accountability document describes the steps to be taken should (a) weaknesses be identified and/or (b) should either a current or new Trust school fall within the "supported school" category as per this Planner. In summary, as per the document:

Where weaknesses are identified, either as a consequence of a fall in standards, a failure of governance and/or leadership or where there is any financial wrongdoing, the Trust Board expressly reserves the unfettered right to review or remove any (or indeed all) power or responsibility conferred on the Local Governing Body under this Scheme of Delegation.

The Trust Leadership and Governance Decision Planner indicates relevant decision making authority which may be temporarily removed from a School which is being formally supported by the Trust - ie. a "supported school" designation in the Planner. Decisions as to whether a School is "effective" or to be formally "supported" (beyond the support which the Trust would normally provide or secure for its Schools) will be made by the Trust Board, who will have regard to any advice issued by the Executive Group.

If the Trustees resolve to suspend all delegated authority to a Local Governing Body, an executive or management board will be established to undertake the responsibilities of the Local Governing Body until such time as delegated authority can be restored. Any decision to do so and any appointments to the executive or management board will be that of the Trust Board, who may seek the advice and support of the Members if any external concerns are raised.

This decision planner provides a quick reference guide for some of the key decisions that the Trust and its Schools make from time to time. Further detail will be set out in the Scheme of Delegation.

B - Appointment of the CEO and/or Headteachers

For the appointment of Executive Headteachers/Headteachers/Head of School/Deputy Heads, the Trust's arrangements include trustee representation on the interview panel, which means that the "approval" required in the Planner takes place at this point (see Staffing section).

This decision planner provides a quick reference guide for some of the key decisions that the Trust and its Schools make from time to time. Further detail will be set out in the Scheme of Delegation.

Task - where the '/' is used between two actions, the first is for 'effective schools' and the second for 'supported schools'	Members	Trust Board	LGB		CEO	HT
			Effective School	Supported School		
1. **Governance and Vision**						
1.1. Approve any changes to Trust Articles of Association	App	Pro				
1.2. Approve any changes to the Trust's Founding Principles – including vision, aim and objectives	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 - including any Trust expansion	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)		App	Con	Con	Con	Imp

This decision planner provides a quick reference guide for some of the key decisions that the Trust and its Schools make from time to time. Further detail will be set out in the Scheme of Delegation.

	Task - where the '/' is used between two actions, the first is for 'effective schools' and the second for 'supported schools'	**Members**	**Trust Board**	**LGB**		**CEO**	**HT**
				Effective School	**Supported School**		
1.8.	Appoint Chair of Trust Board	Con	Pro / App				
1.9.	Appoint Trustees/Governors	App	Pro	Pro (gov'nrs)			
1.10.	Remove Trustees/Governors	App	Pro	Pro (gov'nrs)			
1.11.	Appoint Chairs of LGBs		Con/App	Pro / App	Con	Con	
1.12.	Remove Chairs of LGB		App	Con	Con	Con	Con
1.13.	Appoint Governors (i.e. members of the LGB) to Trust positions on the LGB		App	App ('first level' app)	Con	Con	Con
1.14.	Remove Governors (i.e. members of the LGB) from Trust positions on the LGB		App	Con		Pro / Con	Con

This decision planner provides a quick reference guide for some of the key decisions that the Trust and its Schools make from time to time. Further detail will be set out in the Scheme of Delegation.

	Task - where the '/' is used between two actions, the first is for 'effective schools' and the second for 'supported schools'	**Members**	**Trust Board**	**LGB**		**CEO**	**HT**
				Effective School	**Supported School**		
1.15.	Appoint (and remove) Clerk to Trust Board		App			Pro	
1.16.	Appoint (and remove) Clerk to LGBs		Mon	App	App	Pro	
2.	**Finance**						
2.1.	Trust Financial Regulations and Procedures		App	Imp	Imp	Dev / Pro	Con
2.2.	Appoint Trust auditors	App	Pro			Imp	
2.3.	Approve Trust Budget	Mon	App			Dev / Pro	Con
2.4.	Undertake financial efficiency review (across the Trust)		Mon			Imp	
2.5.	Undertake financial efficiency review (within a School)		Mon	Mon	Mon	Imp	Con
2.6.	Academies Accounts Return to ESFA (January)					App	

This decision planner provides a quick reference guide for some of the key decisions that the Trust and its Schools make from time to time. Further detail will be set out in the Scheme of Delegation.

	Task - where the '/' is used between two actions, the first is for 'effective schools' and the second for 'supported schools'	Members	Trust Board	LGB		CEO	HT
				Effective School	Supported School		
2.7.	Trust Annual Report and Financial Statements		App			Imp	
2.8.	School Budget Plan		App (all cases)	App ('first level' app)	Pro	Mon	Dev / Pro
3.	**Strategy, Performance and Expansion**						
3.1.	Trust Improvement Plan	Mon	App	Con	Con	Dev / Pro	Con / Imp
3.2.	School expansion and/or change in age range		App	Pro	Pro	Pro / Imp	Pro / Imp
3.3	Compile and review Trust Risk Register		App			Imp	Con
3.4	Determine overall effectiveness of School, including whether a school is designated as a Supported School		App			Pro	Con
3.5	School Performance Targets		Mon/App	App	Con	Pro / Con	Pro / Con

This decision planner provides a quick reference guide for some of the key decisions that the Trust and its Schools make from time to time. Further detail will be set out in the Scheme of Delegation.

	Task - where the '/' is used between two actions, the first is for 'effective schools' and the second for 'supported schools'	**Members**	**Trust Board**	**LGB**		**CEO**	**HT**
				Effective School	**Supported School**		
3.6	School Action Plan/School Improvement Plan		Mon/App	App	Con	Pro / Con	Pro / Imp
3.7	Intervention/Establish Interim Executive Board		App			Pro / Imp	Con
3.8	Monitor Trust compliance calendar (which includes review and approval of all Trust policies)		App	Imp	Imp	Pro / Imp	
4.	**Staffing**						
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	

This decision planner provides a quick reference guide for some of the key decisions that the Trust and its Schools make from time to time. Further detail will be set out in the Scheme of Delegation.

	Task - where the '/' is used between two actions, the first is for 'effective schools' and the second for 'supported schools'	**Members**	**Trust Board**	**LGB**		**CEO**	**HT**
				Effective School	**Supported School**		
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 associated staff appointments (included on the Headteachers' reports)		Mon	Con	Con	Con	App / Imp
4.7.	Performance management of CEO	Mon	Imp				
4.8.	Performance Management of School Executive Headteacher/Headteacher/Head of School/SLT		Mon/Imp	Imp	Con	Con/Pro	
4.9.	Suspension or Dismissal of CEO/Central Team (eg. COO, CFO, Deputy CEO)/School Executive Headteacher/Headteacher/Head of School/Deputy Head	Mon	App	Con	Con	Pro	
4.10	Suspension or Dismissal of CEO	Mon	Imp				
4.11	Suspension and dismissal of other School teaching and associated staff		Mon	Mon		Con	App / Imp

This decision planner provides a quick reference guide for some of the key decisions that the Trust and its Schools make from time to time. Further detail will be set out in the Scheme of Delegation.

	Task - where the '/' is used between two actions, the first is for 'effective schools' and the second for 'supported schools'	Members	Trust Board	LGB		CEO	HT
				Effective School	Supported School		
4.12	Redundancy of staff		App	Pro	Con	Pro / Con	Imp
4.13	Organisational change and restructuring		App	Pro	Con	Pro / Con	Imp
5.	**Land and Contracts**						
5.1.	Expansion and Redevelopment Works (including capital projects)		Pro/App	App	Pro	Con	Imp
5.2.	Grant of Leases		App	Pro	Pro	Con	Imp
5.3.	Strategic support and shared services		App	Con	Con	Pro / Imp	Imp
5.4.	Premises Management Plan (5 years repair, replace and maintenance plan) - Trust and School (includes management of fixed and moveable assets - ie. Asset Register)		App			Imp	
6.	**Pupil matters**						

This decision planner provides a quick reference guide for some of the key decisions that the Trust and its Schools make from time to time. Further detail will be set out in the Scheme of Delegation.

	Task - where the '/' is used between two actions, the first is for 'effective schools' and the second for 'supported schools'	**Members**	**Trust Board**	**LGB**		**CEO**	**HT**
				Effective School	**Supported School**		
6.1.	School times, terms and holidays			App	App	Con	Pro / Imp
6.2.	Permanently excluding a pupil from school						Imp
6.3.	Reporting suspensions and permanent exclusions		Mon	Mon	Mon	Mon	Imp
6.4	Review of Headteacher's decision to suspend or exclude (where applicable)		Mon	Imp	Imp	Mon	
6.5	Complaints		Mon	Mon	Mon	Mon	Imp
6.6	Admissions arrangements		Imp	Con	Con	Pro	Pro

This decision planner provides a quick reference guide for some of the key decisions that the Trust and its Schools make from time to time. Further detail will be set out in the Scheme of Delegation.