BDMAT
Birmingham Diocesan Academies Trust

Birmingham Diocesan Academies Trust

Scheme of Delegation

All schools

Version: 25th October 2018

SCHEME OF DELEGATION

Our Multi-Academy Trust

The Birmingham Diocesan Board of Education (DBE) has set up a Multi-Academy Trust ('the MAT') named the Birmingham Diocesan Academies Trust (BDMAT) to provide an option for the family of Church schools and academies in the Diocese who are looking to join a Multi academy Trust, meeting the requirements for governance for Church of England schools. Both the DBE and the MAT are committed to the provision of high-quality Christian education.

The MAT is run by an Executive under a board of trustees referred to as 'directors' and is accountable to the Department for Education ('the DfE'). The Directors on the board are appointed by the Members of the Trust.

Each School has its own Local Academy Board (LAB). The Governors who serve on the Local Academy Board are appointed by the board of directors. They include both parent and staff representatives.

The MAT serves three types of school within the Church family, namely:

- Sponsored Schools / Priority Schools (referred to as 'priority schools' in this document);
- Semi-Supported Schools; and
- Self-sustaining Schools.

The way it works

The directors have overall legal responsibility for the operation of the MAT and the schools within it. However, the board intends to work 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 board of directors ('the Board'); and/or
- the Chief Executive Officer ('the CEO'), who is an executive member of the board of directors; and/or

- the Finance Director ('the FD'), who is an executive but not a member of the board of directors; and / or
- the Headteacher of the school; and/or
- the Local Academy Board of the school.

All academies are required to operate in accordance with the Trust's policies and procedures, as well as demonstrating principles of good financial management. Academies are subject to annual external and internal audit, as well as other assurance work as required by the Trust's Audit Committee. In the event that a school is designated as "high-risk" (due to poor financial management or accumulated deficits etc.), then the school shall be presented with a bespoke scheme of delegation that reduces the level of delegated responsibility in some or all areas.

The Board of Directors

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

- its Finance and Resources Committee; or
- its School Effectiveness Committee; or
- its Audit 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 Finance Director and other staff in their team. The executive team currently comprises the CEO and Finance Director.

School groups

When a school converts and joins the MAT it will be allocated to the appropriate School group based on:

- its latest Ofsted Inspection Report; and Birmingham DBE's own assessment of its historical performance and future prospects,

undertaken through 'due diligence' before the school transfers into BDMAT;
- Due diligence activities connected with a number of areas, including finance, undertaken before transfer into BDMAT

The category allocation is very important because it dictates the following:

- the 'make-up' of the Local Academy Board;
- the extent to which responsibilities are delegated to the school; and
- the funding arrangements.

Reviewing the Allocation

The category allocation will be linked to the performance of the school in relation to:

- the quality of teaching and learning;
- leadership;
- outcomes;
- safeguarding;
- finance; and
- buildings.

The allocation will be reviewed at least once a year. Depending on the outcome of the review a school may either stay in its allotted category or be moved to another.

The CEO reserves the right to change the school group at any time if they believe this is in the interests of both the school concerned and the wider MAT family.

Local Academy Board appointments

The 'make-up' of the Local Academy Body follows the category allocated to the school:

Sponsored / Priority Schools - the board of directors directly appoints all the Governors, other than parent and staff representatives;

Semi-Supported Schools - the Governors are appointed according to the supplementary funding agreement approved by the MAT Board;
Self-sustaining Schools - the Local Academy Board is appointed on an *'as is'* basis to reflect the arrangements in place immediately prior to joining the MAT and approved by the MAT board.

If a school improves and is moved to a higher category then it has more say in the 'make-up' of its Local Academy Board. Conversely, if a school's performance deteriorates then it may be moved to a lower category with a consequent adjustment to its Local Academy Board.

Executive Governing Bodies

In rare circumstances the CEO may decide that there are such significant concerns within a Priority school that the Local Academy Board should be suspended and replaced with a temporary Executive Governing Body (EGB). The EGB will usually be chaired by a member of the BDMAT central team and consist of the following:

- Ex-officio member: the incumbent(s)
- Parent
- Finance governor: usually this will be a member of the BDMAT finance central team
- Education governor: usually a member of BDMAT school improvement team
- Staffing: the headteacher will represent the interests of the staff
- Additional governors as the CEO feels would best support the EGB

The EGB will be a committee of the full board of directors of BDMAT and has delegated power to control and support the school, this may include withdrawing some of the delegated responsibilities of the school leadership team and undertaking these duties as an EGB.

Within the scheme of delegation, the EGB will still operate with the scheme of a 'priority' school. Where an EGB is in place, LAB should read as EGB in the scheme of delegation.

Delegated functions

The Scheme of Delegation covers five areas:

- Finance;
- Human Resources;
- Education;

- Asset Management; and
- Strategy.

The MAT has legal responsibilities to the DfE. It is expected to exercise a tight rein over Sponsored / Priority schools in order to secure the required school improvement and this is reflected in the Scheme of Delegation.

More responsibility is passed to Semi-Supported Academies to reflect their higher performance; for Self-sustaining schools it is very much the case of a light-touch approach.

Funding

The funding apportioned to a school also reflects the category to which it is allocated.

For a Sponsored school / Priority school, part of its budget will be set aside each year for investment in its school improvements. These funds will be used to provide appropriate support and resources for it.

The specific sum ear-marked for school improvements will be determined each year as part of the process for agreeing the Business Plan and budget for the school. This will be done on a case by case basis by the Finance and Resources Committee to enable funds to be stewarded effectively within the MAT family.

Similar principles apply to Semi-Supported Schools, though the amount set aside for school improvements will usually be lower.

Self-sustaining Schools will be free to spend their approved annual budget as they see fit. In addition, they will also be given the opportunity to bid for school improvement projects to help schools in the two other categories; they will be paid for this from the school improvement fund.

Working together as a family

In addition to the school improvement programme, all schools within the MAT family will be asked as part of the 'generous heart' to contribute to one or more of the following:

- development and maintenance of school policies;

- sharing of best practice through school-to-school support;
- provision of emergency cover;
- mentoring and coaching of staff; and
- recruitment, training and appraisal of Governors for local academy boards.

This Scheme of Delegation was adopted as a draft document by Birmingham Diocesan Academies trust at an Executive Board Meeting held on 18th July 2017 and then formally ratified on 30th November 2017. Subsequent changes will be ratified at board meetings and the date of the document altered on the covering page. The most up-to-date scheme of delegation will be uploaded to BDMAT's website at www.BDMATschools.com

The scheme will be reviewed on an annual basis by the Board of Directors in consultation with Headteachers and Local Academy Boards.

FINANCE

RESPONSIBILITY	School group	Board of Directors	Executive	Headteacher	Local Academy Board
Business Plan (incorporating the school improvement plan)	Self-sustaining & semi supported	The first Business Plan will be based on the Pre-Academy due-diligence report and must be agreed by the Board of Directors before the school converts The Business Plan will then be reviewed and up-dated annually, or at such other intervals as the Board of Directors may from time to time determine. Progress towards the Business Plan will be discussed termly at School Effectiveness Committee meetings The Business Plan is to be prepared in such form as the Board of Directors may from time to time determine The Business Plan is to cover three principal areas, of namely buildings, finance and school improvement	The CEO and FD will carry out a review of the draft Business Plan submitted by the Headteacher The CEO will then pass the Business Plan (incorporating any amendments, additions or deletions) to the Board of Directors for approval	The Headteacher will have primary responsibility for preparing the draft Business Plan at the appropriate intervals determined by the Board of Directors .	The Local Academy Board will be consulted by the Headteacher before the draft is submitted to the CEO The LAB recommends the plan to the CEO

Business Plan (incorporating the school improvement plan)	Priority	The first Business Plan will be based on the Pre-Academy due-diligence report and must be agreed by the Board of Directors before the school converts The Business Plan will then be reviewed and up-dated termly, or at such other intervals as the Board of Directors may from time to time determine. Progress towards the Business Plan will be discussed termly at School Effectiveness Committee meetings, including the school's termly raising attainment plan The Business Plan is to be prepared in such form as the Board of Directors may from time to time determine The Business Plan is to cover three principal areas, of namely buildings, finance and school improvement The Business Plan must also include both: a Cash Flow Plan; and a Capital Expenditure Plan	The CEO and FD will carry out a review of the draft Business Plan submitted by the Headteacher The CEO will then pass the Business Plan (incorporating any amendments, additions or deletions) to the Board of Directors for approval The CEO and FD will carry out a review of the raising attainment plan (RAP) submitted by the Headteacher before approving	The Headteacher will have primary responsibility for preparing the draft Business Plan at the appropriate intervals determined by the Board of Directors The Headteacher should also produce a termly raising attainment plan (RAP) which the CEO will approve .	The Local Academy Board will be consulted by the Headteacher before the draft is submitted to the CEO The LAB recommends the business plan and raising attainment plan to the CEO
Budget and Accounts Set annual balanced budget	All	Review and approve individual school budgets and consolidated budget	Recommend to the BDMAT Finance and Resources committee in consultation with BDMAT Finance Director Individual and consolidated budgets	Prepare budget for school in accordance with school improvement priorities and take to LAB. Advice on preparation to be sought from Finance Director Agree with LAB	Recommend balanced school budget that should be presented to CEO and Finance Director

School in deficit or setting a deficit budget when all school reserves are taken into account	All	Review and approve the deficit recover plan. Review termly progress reports.	Recommend to directors that deficit recovery plan should be approved, and review termly reports	Prepare deficit recovery plan with support from the Finance Director and CEO Prepare termly reports and report any concerns to the FD	Recommend deficit recovery plan to Board. Review school's progress through termly reports
Budget Monitoring	All	Review termly budget monitoring reports for the trust and individual schools	Review monthly budget monitoring reports for the trust and individual schools	Prepare monthly monitoring reports with support from MAT finance team	Review termly monitoring reports for individual school
Virements between nominal codes, cost centres and periods with no overall impact on the bottom line *NB: with the exception of genuine 1-year fixed contracts and agency costs, virements for non-pay to pay cost budget headings are not permitted unless approval is granted in accordance with the recruitment delegation noted below.*	All	Changes to individual school budgets made by LAB are reported to Finance and Resources committee	Changes that are within the budget envelope agreed by directors are reported to the Finance Director	Recommend changes in line with school improvement plan and model financial implications. Recommend larger changes to LAB	Approve changes to budget in-year, as long as the school remains within the overall budget set and approved by directors
Amendments to approved budget	Self-sustaining & semi supported	Receive report on Surplus reduced/deficit increased from approved budget if less than £30 K report to Finance and Resources committee	Approve Surplus reduced/deficit increased from approve budget if less than £30k report to the Finance and Resources Committee	Recommend Surplus increased/deficit reduced from approved budget to LAB and Finance Director Recommend Surplus reduced/deficit	Approve Surplus increase/deficit reduction

		Approve Surplus reduced/deficit increased from approve budget if more than £30K BDMAT: Finance and Resources committee	Recommend Surplus reduced/deficit increased from approve budget if more than £30k to the Finance and Resources Committee following meeting with the FD.	increased from approve budget if less than £30k to LAB following meeting with Finance Director. Recommend Surplus reduced/deficit increased from approve budget if more than £30k to CEO and Finance and Resources Committee following meeting with Finance Director	Recommend Surplus reduced/deficit increased from approve budget if less than £30k to CEO
Amendments to approved budget	Priority	Receive report on Surplus reduced/deficit increased from approved budget if less than £10k report to Finance and Resources committee Approve Surplus reduced/deficit increased from approve budget if more than £10k refer to Finance and Resources committee	Approve Surplus reduced/deficit increased from approve budget if less than £10k report to the Finance and Resources Committee Recommend Surplus reduced/deficit increased from approve budget if more than £10k to Finance and Resources Committee following meeting with the Finance Director	Recommend Surplus increased/deficit reduced from approved budget to LAB and Finance Director Recommend Surplus reduced/deficit increased from approve budget if less than £10k to LAB following meeting with Finance Director Recommend Surplus reduced/deficit increased from approve budget if more than £10k refer to the Finance and Resources Committee following meeting with Finance Director	Approve Surplus increase/deficit reduction Recommend Surplus reduced/deficit increased from approve budget if less than £10k to CEO
Amendments to budget when school is designated as a financial 'High Risk'	All	Finance and Resources committee to approve any change to the school's bottom line	Recommend changes to the school's bottom line to the Finance and Resources committee		
Writing off bad debts	All	Finance and Resources consider any writing off greater than £5k	Between £1k and £5k: the CEO on recommendation of Finance Director	Up to total of £1k with support of school finance lead recommend to LAB. Up to a maximum of £5k in the academic year	Authorise up to £1k for individual debts Up to a maximum of £5k in the academic year

Staff appointments	Self-sustaining & semi supported	Finance and Resources Committee to authorise unbudgeted vacancies with effect on budget of greater than £30k	Authorise any proposal for Unbudgeted vacancy with effect on budget of less than £30k at both school and central level Make proposal to Finance and Resources Committee for unbudgeted vacancies with effect on budget of more than £30k	Headteacher to report vacancies to LAB Make proposal to LAB to propose to Finance Director for unbudgeted vacancy with effect on budget of less than £30k Make proposal to LAB to propose to Finance Director for unbudgeted vacancy with effect on budget of more than £30k	LAB receives report on appointments and vacancies LAB to inform Finance Director of unbudgeted vacancy with effect on budget of less than £30k which does not place the schools into a deficit budget situation LAB to propose to Finance Director for unbudgeted vacancy with effect on budget of more than £30k
Staff appointments	Priority	Authorise unbudgeted vacancies with effect on budget of greater than £10k	Authorise any proposal for Unbudgeted vacancy with effect on budget of less than £10k Make proposal to Finance Director for unbudgeted vacancy with effect on budget of less than £10k Make proposal to Finance and Resources Committee for unbudgeted vacancy with effect on budget of more than £10k	Headteacher to authorize to action any budgeted vacancy. Report to LAB Make proposal to LAB to propose to Finance Director for unbudgeted vacancy with effect on budget of less than £10k Make proposal to LAB to propose to Finance Director for unbudgeted vacancy with effect on budget of more than £10k	LAB receives report on appointments and vacancies LAB to inform Finance Director of unbudgeted vacancy with effect on budget of less than £10k which does not place the schools into a deficit budget situation LAB to propose to Finance Director for unbudgeted vacancy with effect on budget of more than £10k

Severance payments	All	Authorise £20k - £50k. NB over £50k non- contractual and all ex gratia payments require ESFA approval	Authorise up to £20k	Up to £20k proposal to LAB to propose to Finance Director	Up to £20k to propose to Finance Director
Authorisation of overtime or supply payments	All			Teaching and support staff in school. As long as within budget, delegated powers as above	
Authorisation of expense claims	All		Finance Director authorises expenses for staff in the central team, including the CEO Finance Director approves expenses claims for chairs of LABs and directors The CEO authorises expenses of the Finance Director	Authorise expenses of teaching and support staff in school. Can delegate to SBM where in post	Headteacher authorised by Chair of LAB Chair of LAB to authorise expense claims of other governors
Reporting and Internal Audit Requirements	All	The Finance and Resources Committee will review the performance of the School against its Business Plan and its compliance with internal auditing. Such reviews will take place once a term or at such other intervals as the Finance and Resources Committee may from time to time determine	The CEO will ensure the Finance Director monitors the monthly finance reports supplied by the Headteacher The CEO will report to the Finance and Resources Committee any concerns arising. This may be delegated to the Finance Director by the CEO	The Headteacher is to provide such information and assistance in relation to reporting and internal auditing as the Finance and Resources Committee may from time to time require This will include reporting formally to the Finance and Resources Committee at regular intervals as specified opposite The Headteacher will also supply to the Finance Director a monthly finance report in such form as the Finance Director has requested	LAB to ensure that the headteacher meets requests from auditors and reports the findings of internal and external audits to LAB and action the recommendations identified in the reports
Statutory Audit Procedures	All	The MAT board of directors is responsible for approving the statutory accounts of the MAT	CEO is responsible for ensuring the Finance Director has prepared and approved the documents and	The Headteacher is to provide such information and assistance in relation to statutory audit procedures as the Finance	LAB to action any recommendations from auditors that pertain to

		and recommending them to the BDMAT members	ensured all statutory financial documents are appropriately filed	Director and the Finance and Resources Committee may from time to time require	their establishment
Appoint Auditors	All	Board of Directors recommend auditors to Members, Members Appoint.	CEO directs the Finance Director to procure recommendation of auditors for Members		
Purchasing requisitions for orders/invoice approval (excluding expenditure from IC, capital reserves or sinking funds) NB Transactions must not be artificially split. The full values of the contract must be used when applying this policy. Therefore, if a contract is for 5 years, it is the total value across all five years that is applicable	All	Authorise spend above £100k	Item £25k - £100k within approved budget needs approval from Finance Director & CEO	Authorise up to £10k within approved budget Proposal to BDMAT Finance Director for £10k-£25k within approved budget £25k - £100k within approved budget needs proposal to Finance Director & CEO No authority for spend above total budget until budget increase is approved (see 'amendments to budgets' above)	
Expenditure for ICT or capital	All	Finance and Resources committee authorise above £25k.	Authorise up to £25k.	Proposal to Finance Director for up to £25k (if not already included on the school's business plan)	

Quotations and Tendering. NB Transactions must not be artificially split. The full values of the contract must be use when applying this policy. Therefore, if a contract is for 5 years, it is the total value across all 5 years that is applicable	All		Finance Director to support schools with formal tendering above £25k	In line with purchasing terms delegated powers above Up to £5k preferred supplier/catalogue (if not included within the preferred supplier / catalogues then schools should seek three quotes for orders in excess of £5k and use best value principles) Above £5k will require three quotes Above £25k formal tendering process through consultation with the Finance Director	
Bank account payments BACS, cheques, direct debits	All	According to Bank mandate - two signatories		According to Bank mandate - two signatories	
Petty Cash Journals	All			Less than £50, school finance staff £50 - £100, school Headteacher Over £100 not permitted	
Journals	All			Recoding (within the income statements): school finance lead approved by BDMAT finance team	
Whistle blowing policy	All	Approve policy and receive reports of any incidents of whistle blowing	Receive reports on any incidents of whistle blowing and report these to directors	Inform to LAB and CEO of any incidents of whistle blowing (if the whistle blowing alleges wrong-doing by the CEO, then the Chair of the Board of Directors should be informed rather than the CEO). CEO and headteacher to agree on the correct next course of action regarding the complaint	Receive reports on incidents of whistle blowing (unless they relate to members of the local academy board)

Risk management	All	Review key risks and measures implemented to mitigate Receive reports from the Finance Director at each meeting of the Finance and Resources Committee regarding new risks and those which have been escalated to 'red'. All directors to be issued with the risk register on a termly basis	Identify and implement measures to mitigate Issue reports from the Finance Director to each meeting of the Finance and Resources Committee regarding new risks and those which have been escalated to 'red'. All directors to be issued with the risk register on a termly basis by the Finance Director	Ensure that a risk register is in place which is fit for purpose	LAB to review the school's risk register on an annual basis or sooner if required
Insurance	All	Review insurance arrangements	Finance Director of procure appropriate insurance for the Trust	Alert the Finance Director of any additional insurance needs that may be required for their particular school	Ensure that the school's insurance meet the needs of the school
Compensation / Ex gratia payments	All	Authorise payments between £20k - £50k NB over £50k non- contractual and all ex gratia payments require ESFA approval	CEO to authorise payments up to £20k	No delegated powers to authorise payments	No delegated powers to authorise payments
Expenditure on Unrestricted Funds		Finance and Resources committee authorise above £50k.	Authorise up to £50k	Proposals to Finance Director for any spend above approved budget	

HUMAN RESOURCES					
RESPONSIBILITY	School group	Board of Directors	Executive	Headteacher	Local Academy Board
Pay and performance management	All	Approval of whole trust Pay Policy pay scales and benefits. Set the pay ranges of Headteachers at each school. Performance management of CEO and renumeration package	Performance Management of Finance Director, and headteachers of schools in conjunction with the Local Academy Board Performance management of central team by line manager	Teacher and support staff performance management in school	Headteacher performance management in conjunction with CEO
Senior Leadership Team appointments	All	The School Effectiveness Committee will make the final decision concerning the filling of any vacancies in the Senior Leadership Team (headteachers, deputy headteachers and assistant headteachers) It will take due account of any recommendations made by the CEO and the Headteacher	The CEO and the Headteacher will lead jointly on the process for filling any vacancies in the Senior Leadership Team If there is any dispute between the two the views of the CEO will prevail.	The Headteacher is to notify the CEO as soon as the headteacher becomes aware of any potential vacancy in the Senior Leadership Team The Headteacher will then lead the process jointly with the CEO as set out opposite	The LAB will agree the staffing structure for the school, including the composition of the SLT The LAB will have representation on the appointment board for SLT appointments, including the headteacher
Teacher/ Support Staff Appointments	Self-sustaining & semi supported			The Headteacher will lead the process for filling teacher vacancies in conjunction with the Senior Leadership Team and the representative of the Local Academy Board referred to opposite	The Chair of the LAB will nominate a rep from amongst its ranks to participate in the teacher appointment process where possible. No representation is required for appointment of non-teaching staff, other than the SBM where it is desirable

Teacher/ Support Staff Appointments	Priority		CEO to agree teaching staff appointments and participate in the recruitment process (this may be delegated to a School Improvement Advisor)	The Headteacher will seek agreement from the CEO on teaching staff appointments. The CEO will participate in the appointment process for teachers (this may be delegated to a School Improvement Advisor) Headteacher leads the process for filling support staff vacancies in conjunction with the Senior Leadership Team and the representative of the Local Academy Board referred to opposite	The Chair of the Local Academy Board will nominate a representative from amongst its ranks to participate in the teacher appointment process where possible. No representation is required for appointment of non-teaching staff, other than the SBM where it is desirable
External Consultant Appointments.	All		Decisions concerning the appointment of external consultants will lie with the CEO	The Headteacher to make recommendations to the CEO for the need of external consultant services	LAB to make representation to the CEO where they feel additional consultancy support is required in order to support leadership within the school. The LAB to inform the CEO if they feel this support is not effective
Salary Reviews	All	Board has responsibility to audit the salary review process in respect of the CEO and Finance Director	The CEO has responsibility (may delegate) for overseeing salary levels/bands for the two school years after joining BDMAT, or such other period as the CEO may from time to time determine The CEO may also audit the salary review process as the CEO considers appropriate If the CEO is not satisfied with the process of, or the outcome from, the salary review, the CEO may ask the Headteacher to take such remedial action as the CEO considers appropriate. The CEO authorises any Headteacher salary review	The Headteacher is to ensure the Business Plan identifies any proposed salary reviews The Headteacher will make salary review proposals to LAB	LAB to agree and authorise salary review proposals if within the planned staffing budget The proposals are reported to the CEO The LAB recommend any Headteacher salary review to CEO for approval.

Terms of Employment	All	Decisions concerning any change to the terms of employment of school staff (both teaching and support) will lie with the Board of Directors The Board of Directors will consider any representations made by the CEO, the Headteacher and/or the Local Academy Board	The CEO is to review and comment on any proposals that may involve a change to the terms of employment and make recommendations to the board of directors	BDMAT to consult the Headteacher on any proposed change to terms of employment	The Local Academy Board is to be consulted by BDMAT in connection with any proposed change to terms of employment
Redundancies	All	Decisions concerning the making of any redundancies will lie with the Board of Directors. The Board of Directors will consider any representations made by the CEO, the Headteacher and/or the Local Academy Board	The CEO is to review any redundancy proposals the CEO may receive from the Headteacher. The CEO may initiate a review if the CEO believes there is a need to do so	The Headteacher is to notify the CEO as soon as possible after becoming aware that one or more redundancies may be necessary The Headteacher will provide such ongoing assistance the CEO may require in considering any redundancy proposals	The Headteacher is to consult the Local Academy Board about any redundancy proposals The Local Academy Board is to notify the CEO of any proposed consultation. The LAB will run the consultation on behalf of BDMAT The CEO may attend and take part in the consultation if the CEO considers this appropriate
Dismissals	All	Subject as noted below, decisions concerning dismissal of the Headteacher, any member of a school Senior Leadership Team and the executive will lie with the Board of Directors The Board of Directors will consider any representations made by the CEO / the Headteacher and/or the Local Academy Board In cases of urgency, where it is not possible for the Board of Directors to be consulted, the CEO will have	The CEO is to consider any circumstances involving a potential dismissal and follow procedures to dismiss where appropriate Subject as noted below, the CEO is to notify the Board of Directors: □ if the employee concerned is the Headteacher, a member of the Senior Leadership Team of the school or BDAT	The Headteacher is to notify the CEO as soon as possible after becoming aware of any circumstances that may merit the dismissal of any employee The Headteacher will provide such ongoing assistance the CEO may require in considering whether dismissal is appropriate	The Local Academy Body is to be consulted about potential dismissal situations except where the CEO considers the urgency of the matter is such that consultation is not appropriate The Headteacher is to notify the CEO of any proposed consultation The CEO may attend and take part in the consultation

		authority to sanction a dismissal	Central executive; and □ the CEO considers dismissal is or may be the appropriate course of action In cases of urgency, where it is not possible for the Board of Directors to be consulted, the CEO will have authority to sanction a dismissal In such circumstances the CEO will be expected to take all reasonable steps to consult with and agree the necessary course of action with the Chair of the Board of Directors		if the CEO considers this appropriate

Other Disciplinary and Capability Measures	All	Subject as noted below, decisions concerning the imposition of a disciplinary and/or capability measure in respect of the Headteacher will lie with the Board of Directors, subject as noted below The Board will consider any representations made by the CEO, the Headteacher and/or the Local Academy Board In cases of urgency, where it is not possible for the Board of Directors to be consulted, the CEO will have authority to sanction the imposition of a disciplinary and/or capability measure The Chair of the Board of Directors will deal with any disciplinary / capability issues related to the CEO	The CEO is to be informed of any circumstances involving the potential imposition of disciplinary and/or capability measures of any member of staff within the organisation The CEO will follow the BDMAT Disciplinary Policy for any central BDMAT staff, headteachers and members of the executive. The CEO is delegated the responsibility to suspend headteachers and school senior leaders, central staff and members of the executive where it is felt that this is necessary, either before a disciplinary investigation commences or during the process. Subject as noted below, the CEO is to notify the Board of Directors: if the employee concerned is the Headteacher, a member of the Senior Leadership Team of the school or a member of BDMAT Central executive; and the CEO considers the imposition of a disciplinary	The Headteacher is to notify the CEO as soon as possible after becoming aware of any circumstances that may merit the imposition of disciplinary and/or capability measures The Headteacher will follow the BDMAT Disciplinary Policy for any staff. The headteacher is delegated the responsibility to suspend members of staff, other than senior leaders where it is felt that this is necessary, either before a disciplinary investigation commences or during the process. The CEO should be informed of any suspension immediately	The Local Academy Board Chair should report any disciplinary / capability issues regarding the headteacher directly to the CEO who will report these on to the Board of Directors The Chair of the Local Academy Board is delegated the responsibility to suspend the headteacher where it is felt that this is necessary, either before a disciplinary investigation commences or during the process. The CEO should be informed of any suspension immediately

Safeguarding	All	Board to issue a safeguarding statement of intent regarding its school's systems and procedures and will implement a Safeguarding Policy which applies to centrally employed staff Finance and Resources Committee to receive termly reports regarding safeguarding provision within its schools	The CEO is to inform the Board of Directors of any safeguarding issues raised in respect of the Headteacher, any member of the Senior Leadership Team or any other key employee of the school CEO to ensure that safeguarding procedures within the schools and centrally meet all national and local requirements	The Headteacher is to ensure the named LADO and the CEO are notified immediately of any safe guarding issues or concerns relating to staff The headteacher is delegated to day-to-day administration of safeguarding procedures in their school, ensuring that national, local and BDMAT safeguarding systems and procedures are implemented Headteachers should ensure that there is a robust system in place for inducting all new staff and volunteers into the school's safeguarding systems It is the headteacher's responsibility to ensure that checks are undertaken on all staff and certain volunteers that work in the school prior to their appointments including DBS checks and reference requests	The Headteacher is also to notify the Chair of Governors and / or LAB Safeguarding Governor as soon as reasonably possible of any safe-guarding issues or concerns relating to staff LABs are responsible for ensuring that their safeguarding policy is reviewed at least annually and meets national requirements and the requirements of their local Children's Safeguarding Board It is the responsibility of the LAB to ensure that safeguarding procedures are implemented, and that the LAB has systems in place to audit the effectiveness of the procedures

Continuous Professional Development (CPD) (budget)	All		Any non-budgeted expenditure on CPD over £1,000 in a school year (either on one item or in aggregate) must first be approved in writing by the CEO	The Headteacher is to include in the draft Business Plan appropriate proposals for CPD The Headteacher may spend that part of the school's budget for CPD in accordance with: • the agreed Business Plan; and • any general guidelines from time to time notified by the CEO. The Headteacher has discretion to spend up to a further £1,000 on CPD in a school-year (either on one item or in aggregate)	Ensure that the headteacher receives regular CPD and liaise with the CEO where it is felt additional support is required which they cannot access
Continuous Professional Development (CPD)	Self sustaining		CEO to authorise the INSET days set by schools ensuring that the training days link to the school's business plan CEO to decide upon and organise BDMAT 1 day in service training per year for all schools on the same day (if required)	The headteacher, in liaison with the Local Academy Board should set 5 In-Service training days. The proposed dates and content of the training days should be submitted before the start of each school year to the CEO for signing-off 1of the 5 training days per year may be designated as a BDMAT training day to be held on the same day to address BDMAT wide issues	

Continuous Professional Development (CPD)	Semi-supported	CEO to report additional training days to the board of directors and justify the need for these	CEO to authorise the INSET days set by schools ensuring that the training days link to the school's business plan CEO to decide upon and organise BDMAT 1 day in service training per year for all schools on the same day (if required) The CEO can grant one additional training day for semi-supported schools	Where the headteacher feels that there is a particular issue that needs addressing immediately and additional in-service closure days are required they may request 1 additional closure day from the CEO	
Continuous Professional Development (CPD)	Priority	CEO to report additional training days to the board of directors and justify the need for these	CEO to authorise the INSET days set by schools ensuring that the training days link to the school's business plan CEO to decide upon and organise BDMAT 1 day in service training per year for all schools on the same day (if required) The CEO can grant two additional training days for priority schools	Where the headteacher or CEO feels that there is a particular issue that needs addressing immediately and additional in-service closure days are required they may request 2 additional closure days from the CEO	
Headteacher illness				On the first day of illness the headteacher should inform the CEO of their illness and keep the CEO updated in line with the school's absence policy during the absence	

EDUCATION					
RESPONSIBILIT	School group	Board of Directors	Executive	Headteacher	Local Academy
School Improvement Programme (including curriculum and standards)	Priority	The School Effectiveness Committee will approve the draft School Improvement Programme subject to any modifications it wishes to make for priority schools. The School Effectiveness Committee to receive reports from the CEO regarding the implementation and impact of each School Improvement Plan	The CEO is to present the termly School Improvement Programme to the School Effectiveness Committee The CEO is to monitor delivery of the School Improvement Programme on a termly basis or at such other intervals as the School Effectiveness Committee may from time to time determine, with resultant intervention if necessary.	The Headteacher is to draw up a termly draft School Improvement Programme in conjunction with the CEO The Headteacher is to co-operate with the CEO in the ongoing monitoring of the School Improvement Programme	The Local Academy Board will receive termly reports on progress toward priorities in the School Improvement Programme within the school's overall Business Plan and is to act to report significant slippages in eh proposed plans to the CEO
School Improvement Programme (including curriculum and standards)	Self-sustaining & semi supported	The School Effectiveness Committee to receive reports from the CEO regarding the implementation and impact of each School Improvement Plan	CEO to present each school's School Improvement Programme to the School Effectiveness Committee	The Headteacher is to draw up an annual draft School Improvement Programme in conjunction with the CEO and present it to the School Effectiveness Committee The School Improvement Programme is to contain any proposals the school wishes to make to carry out school improvement work for other schools within the MAT family	The Local Academy Board is responsible for monitoring the implementation of the approved School Improvement Programme on a termly basis
School hours	Self-sustaining			The Headteacher recommends opening and closing times to the Local Academy Board	The Local Academy Board agrees the school hours

School Hours.	Semi-supported and priority schools		The CEO will approve the opening and closing times for schools	The Headteacher recommends opening and closing times to the Local Academy Board	The LAB recommends opening and closing times to the CEO for approval / amendment
Term Times.	Self-sustaining			The Headteacher recommends term times to the Local Academy Board	The Local Academy Board agrees the term times, having regard to the arrangements in the local area
Term Times.	Semi-supported and priority schools		The CEO will approve the term times for schools	The Headteacher recommends term times to the Local Academy Board	The LAB recommends term times to the CEO

Admissions, Appeals Policies.	All	The Board of Directors will approve all such policies and any amendments to them	Makes the final decision regarding applications for EHCP pupils or Looked After Pupils where the LAB was planning not to admit		The LAB will formulate its own admissions, exclusions and appeals policies and submit to the Board of Directors for approval LABs can admit up to their PAN – above this admissions must be communicated to the CEO for approval Any EHCP or Looked After Pupils that LABs are proposing not to admit must be referred to CEO for final decision
Exclusions				It is the headteacher's decision to exclude – in their absence they can delegate this to another member of SLT but SLT should endeavor to get the head's approval	Hears appeals from parents regarding exclusions
Other school policies	All	The Board of Directors will approve all such additional Trust wide policies and any amendments to them as recommended by the CEO	The CEO will have responsibility for developing any other school policies that may from time to time be appropriate.	HT to check with CEO re status of individual polices, in house/Trust-wide.	The following policies remain the responsibility of the LAB: Safeguarding Health and Safety Individual bespoke School based policies (Curriculum polices/ ethos/in house arrangements) Please note this list is not exhaustive and LABs should refer to the BDMAT document regarding LAB

					responsibilities
Emergency closures e.g. due to snow / flooding	Semi-supported and priority		Authorise emergency closures of schools beyond 1 day Report closures of more than 1 day to the School Effectiveness Committee	The Headteacher to make a decision on day 1 of risk of closure in consultation with their chair of LAB and then inform the CEO of the closure. If the closure is for more than one day then a decision to close must be agreed by the CEO	Chair of LAB to liaise with headteacher regarding emergency closures
Emergency closures e.g. due to snow / flooding	Self-sustaining			The Headteacher to make a decision of risk of closure in consultation with their chair of LAB and then inform the CEO of the closure.	Chair of LAB to liaise with headteacher regarding emergency closures
Website compliance	All		CEO to ensure a central check of each school's website and BDMAT's own website is undertaken annually and reported to the School Effectiveness Committee	Headteachers are to ensure that their school website meets all legal and BDMAT requirements and report any issues to the CEO in a timely manner	LABs should check that school's website on a termly basis to ensure it is meeting requirements
Pupil Premium and Sports Premium	All	Receive reports from the Finance Director regarding the spending of Pupils Premium and Sports Premium	Finance Director to issue an annual report to directors regarding the spend within BDMAT on Pupil Premium and Sports Premium with reassurances that it has been spent in accordance to the restricted grant funds	Ensure that Pupil Premium and Sports Premium is used in accordance with the DFE Grants and that it can be evidenced to be having impact Ensure the school website contains the relevant information regarding the spending of these grants for Ofsted compliance	Request reports from school leaders on the effectiveness of the funding

ASSET MANAGEMENT					
RESPONSIBILITY	School group	Board of Directors	Executive	Headteacher	Local Academy Board
Negotiation and renegotiation of contracts *(NB read in conjunction with above section relating to purchasing)*	All		The CEO will delegate to the Finance Director the work to finalise the terms of any significant contracts that may have a material impact on a school or the wider MAT family	The Headteacher is to notify the MAT Finance Director of the school's intention to negotiate or renegotiate any external contracts over £10k, including for assets The Headteacher will take such action as the CEO/Finance Director may reasonably require in connection with the negotiations or renegotiations	LAB to enter into contracts with organisations that generate income for schools; e.g. contract with the LA re the school's nursery funding LAB to consult with the Finance Director re any contracts / licenses with outside agencies to rent space within the building (not lettings)
HP, leasing, services and other agreements.	All		The CEO will delegate to the Finance Director the work to finalise the terms of any standing order, contract, hire-purchase, leasing, hire-purchase, services or similar agreement	The Headteacher is to notify the MAT Finance Director of the school's intention to enter into any standing order, contract, leasing, hire-purchase, services or similar agreement over £10k The Headteacher will take such action as the CEO/Finance Director may reasonably require in connection with entering into, variation or termination of any such agreement	
Inventory	All		Delegate to Finance Director - review annually	Maintain an inventory of assets held in school (items that were in excess of £250 per item on purchase)	Ensure that the school maintains an accurate inventory
Disposal of assets (non-land	All	Authorise disposal of assets over £25k	Finance director to approve disposal between £5k and £10K	The Headteacher may authorise any disposals that are either:	Receive reports from the headteacher of items to remove from the inventory

and buildings.)		The Finance and Resources Committee will review any proposals for asset disposals made by the Headteacher (it will take into account any recommendation made by the CEO) Disposal above £25k to be delegated to the Finance and Resources Committee	The Finance Director will recommend to the CEO any disposals that are between £10k and £25k. The CEO can authorise at this level. The CEO will report asset disposals received from the Headteacher and Finance Director up to £25k to the Finance and Resources Committee.	related to assets with a market value of less than £5k (either as one item or in total) (report to the Finance Director) The Headteacher will recommend to Finance Director any disposals that are between the value of £5k and £10k	before disposal
Disposal of assets (land and buildings.)	All	Disposal of any land and buildings must be authorised by Finance and Resources Committee and full Board of Directors. If required by the Academies Financial Handbook the ESFA			

Premises maintenance programme.	All	The Finance and Resources Committee will review the Premises Maintenance Programme annually and may decide to: • accept it as drawn; or • accept it with such modifications as it believes are appropriate; or • call for the Programme to be revisited and revised before further consideration is given to it	The CEO, with reference to the Finance Director, and the Headteacher will work together to prepare and present an annual Premises Maintenance Programme to the Finance and Resources Committee	The Headteacher will provide such assistance as the CEO may require in connection with the preparation and presentation of the Premises Maintenance Programme for the school	
Legal claims	All	The Board of Directors may instruct the CEO and/or the Headteacher and/or the Local Academy Board to take such action as it may reasonably require in relation to the defence or prosecution of any claim or proceedings	The CEO is to assess the likelihood of the claim or proceedings succeeding and the likely impact on both the school and the MAT should this happen If the CEO considers the matter sufficiently serious to merit it, the CEO may report the claim or proceedings to the Board of Directors The CEO will act on any instructions received from the Board Provided this does not conflict with the instructions of the Board, the CEO may instruct the Headteacher and/or Local Academy Board in relation to the appointment of legal advisers and/or the conduct of the claim or proceedings	The Headteacher is to notify the CEO of any actual or potential claims or proceedings affecting the school as soon as becoming aware of them The Headteacher will act on any instructions received from the Board of Directors and/or the CEO Other than in cases of utmost necessity, the Headteacher may only appoint legal advisers with the prior written approval of the CEO	The Local Academy Board will act on any instructions received from the Board of Directors and/or the CEO
Health and Safety.	All	The Finance and Resources Committee to agree Health & Safety	Ensure that all schools have a Health & Safety policy and that it	Carry out the H&S statutory duties and report to the LAB termly	Ensure school has legally compliant H&S Policy

		statement of intent and delegate to individual schools' responsibilities to maintain their own H&S policy and adhere to it Receive annual reports from CEO regarding schools' adherence of responsibilities	is legally compliant (through use of external consultants initially) receive termly reports from LAB to ensure statutory duties are being carried out Report to the Finance and Resources Committee annually on effectiveness of the schools' health and safety procedures		(through submission to CEO) and carries out its statutory duties which have been delegated in full to the LAB by the MAT Board of Directors Ensure the school reports to the CEO termly

STRATEGY					
RESPONSIBILITY	School group	Board of Directors	Executive	Headteacher	Local Academy Board
Collaborations and partnering arrangements .	Self-sustaining	The School Effectiveness Committee will review any proposal put to it by the CEO and may: • approve the proposal as submitted to it; or • approve the proposal subject to any amendments it considers appropriate; or • reject the proposal	The CEO will assess any proposals put forward by the Headteacher The CEO may decide to: • approve the proposal as submitted to the CEO; or • approve the proposal subject to any amendments the CEO considers appropriate; or • reject the proposal; or • refer the proposal to the School Effectiveness Committee for a decision.	The Headteacher is to notify the CEO of any proposals to enter into, renew, amend or terminate any collaboration or partnering arrangement with other schools that involves payment in excess of £10.000 The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the arrangement	Ensure that any collaboration or partnering arrangement with other schools offer 'value for money'
Collaborations and Partnering Arrangements .	Semi-supported and priority	The School Effectiveness Committee will review any proposal put to it by the CEO and may: • approve the proposal as submitted to it; or • approve the proposal subject to any amendments it	The CEO will assess any proposals put forward by the Headteacher. The CEO may decide to: • approve the proposal as submitted to the CEO; or	The Headteacher is to notify the CEO of any proposals to enter into, renew, amend or terminate any collaboration or partnering arrangement with other schools that involves payment in excess of £2,500 The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the arrangement	Ensure that any collaboration or partnering arrangement with other schools offer 'value for money'

		considers appropriate; or • reject the proposal	• approve the proposal subject to any amendments the CEO considers appropriate; or • reject the proposal; or • refer the proposal to the School Effectiveness Committee for a decision		

Expansion/ reduction of existing facilities	All	The School Effectiveness Committee will review any proposal put to it by the CEO and may: • approve the proposal as submitted to it; or • approve the proposal subject to any amendments it considers appropriate; or • reject the proposal.	The CEO will assess any proposal put forward by the Headteacher The CEO may decide to: • approve the proposal as submitted to the CEO; or • approve the proposal subject to any amendments the CEO considers appropriate; or • reject the proposal; or • refer the proposal to the School Effectiveness Committee for a decision	The Headteacher is to agree with the LAB and notify the CEO of any proposal to expand / reduce any existing facilities at the school The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the proposal	LAB to recommend proposals to expand / reduce any existing facilities at the school to CEO
Taking on new premises	All	The School Effectiveness Committee will review any proposal put to it by the CEO and may: • approve the proposal as submitted to it; or • approve the proposal subject to any amendments it considers appropriate; or • reject the proposal.	The CEO will assess any proposal put forward by the Headteacher The CEO may decide to: • approve the proposal as submitted to the CEO; or • approve the proposal subject to any amendments the CEO considers appropriate; or • reject the proposal; or	The Headteacher is to notify the CEO of any proposal to take on new premises following agreement with LAB The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the proposal	LAB to agree proposal to take on any new premises

			• refer the proposal to the School Effectiveness Committee for a decision		
Other major strategic decisions; i.e. the restructure of the central MAT team, the taking on of another school into the MAT, the growth plan of the MAT School strategic decisions; e.g. changing the school's PAN, running /ceasing to run a school-based nursery, establishment /cessation of a before/after school provision	All	The School Effectiveness Committee will review any proposal put to it by the CEO and may: • approve the proposal as submitted to it; or • approve the proposal subject to any amendments it considers appropriate; or • reject the proposal.	The CEO will assess any proposal put forward by the Headteacher The CEO may decide to: • approve the proposal as submitted to the CEO; or • approve the proposal subject to any amendments the CEO considers appropriate; or • reject the proposal; or • refer the proposal to the • School Effectiveness Committee • for a decision.	The Headteacher is to notify the CEO of any proposal of a major strategic nature The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the proposal	The LAB will make its views known to the CEO regarding any major strategic decisions the MAT is considering through a formal consultation period. The LAB will refer to the CEO any major strategic decisions the school is considering