



**BDMAT**  
Birmingham Diocesan  
Multi-Academy Trust

# Birmingham Diocesan Multi-Academy Trust

## Scheme of Delegation

**All schools**

For implementation from 1<sup>st</sup> November 2022



# SCHEME OF DELEGATION

## Introduction

### Our Multi-Academy Trust

The Birmingham Diocesan Board of Education (DBE) has set up a Multi-Academy Trust ('the MAT') named the Birmingham Diocesan Multi-Academy 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. The MAT also welcomes schools that are non-Church of England schools but support our vision and values. 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 way it works

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

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

- the 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 Deputy Chief Executive Officer ( DCEO ) / Director of Education (DOE )/ Director of People and Communications (DPC), who are executives but not members of the board of directors; and / or
- the Local Academy Board of the school; and / or the Headteacher of the school.

At a board meeting on 12th December 2019 the directors gave the power to the chair of the trust act on their behalf without calling a meeting under the following circumstances:

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

All academies are required to operate in accordance with the Trust’s policies and procedures, as well as demonstrating principles of good financial management. Members, directors and staff must follow the latest version of the Academy Trust Handbook. 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 (FRC); or
- its School Effectiveness Committee (SEC); or
- its Audit Committee (AC).

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

## The Executive Team

A significant number of responsibilities under the Scheme of Delegation lie with the CEO. It is recognised that the CEO may choose to delegate some of their duties to the Deputy CEO, Director of Education, Director of People and Communications and other staff in their teams. The executive team currently comprises the Chief Executive Officer (CEO), the Deputy Chief Executive Officer (DCEO) Director of People and Communications (DOPAC) and the Director of Education (DOE). In the absence of the CEO the Deputy Chief Executive Officer (DCEO) deputises for him. The Director for Education (DOE) continues to deputise for any education matters.

## School groups

From 1st September 2022 schools will be designated as 'priority', 'semi-supported or 'capacity giver'".

When a school converts and joins the MAT it will be allocated to the appropriate 'school group' (priority, semi-supported or capacity giver) by the BDMAT Executive based on:

- its latest Ofsted or SIAMS 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.

When a school is designated as a 'priority' it can lead to any of the following:

- the BDMAT Executive directing the senior leadership team explicitly
- increase in resources (either financial or staffing)
- closer monitoring of the school
- replacing the LAB with an EGB (see below)

## **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 by the BDMAT Executive. 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:

**Priority Schools** - In certain circumstances the LAB of priority schools may be withdrawn and replaced with an Executive Governing Body (see section below).

**Semi-supported and capacity giver schools** - the Governors are appointed according to the supplementary funding agreement approved by the MAT Board.

If a school improves and is moved from priority to semi-supported / capacity giver 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.

Local Academy Boards have certain powers delegated to them (see below). Where there is a need for immediate action at a local academy board level, the chair of the LAB may act on behalf of the LAB and report their action at the next meeting (the LAB will need to pass a resolution outlining the powers it has delegated to the chair of the LAB to undertaken without immediate reference to them – all actions undertaken as 'chairs actions' must be reported and discussed at the following full board meeting and recorded).

## **Executive Governing Bodies**

In rare circumstances the CEO may apply to the BDMAT Board to redesignate a LAB as an Executive Governing Body (EGB) where there are significant concerns within a Priority school that the Local Academy Board should be suspended. The EGB will usually be chaired by a member of the BDMAT Executive Team and consist of the following:

- Chair: Member of the BDMAT Executive Team
- Ex-officio members: (the headteacher and the incumbent);
- Parent representatives (max 2);
- Staffing: At least one member and no more than two, who will represent the interests of the staff (not members of the senior leadership team of the school); and
- Additional governors as the CEO feels would best support the EGB, including, on occasions other members drawn from the BDMAT Board of Trustees.

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 MAT has legal responsibilities to the DfE. It is expected to exercise a tight rein over schools in order to secure the required school improvement and good value for money and this is reflected in the Scheme of Delegation.

## Working together as a family of schools

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 original Scheme of Delegation was adopted as a draft document by Birmingham Diocesan Academies Trust at a 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](http://www.BDMATschools.com) and to each school's own website.

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

## STRATEGIC DIRECTION

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
<b>Development of the strategic plan for the Trust</b>	N/A	Approves the strategic direction of the Trust and monitors its Implementation.	<p>Recommends strategic Direction and development</p> <p>Reports to Directors on the implementation and impact.</p>	Consulted via the LAB Chair.	Consulted via Head Teacher Network meeting.
<b>Growth and new schools</b>	N/A	<p>Approval of the Trust's Growth Plan</p> <p>Approval to conduct due diligence on proposed new schools</p> <p>Approval to sign Memorandum of Understanding of transfer to the Trust</p>	<p>Recommend the Trust's Growth Plan</p> <p>Recommend due diligence process is started</p> <p>Recommend transfer of school/academy to the Trust</p>	N/A	N/A
<b>Articles of Association</b>	N/A	Articles of association are amended by the 'members' but the directors can advise members.	No role	No role	No role

## GOVERNANCE AND RISK MANAGEMENT

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
<b>Establishing the Governance Plan</b>	N/A	<p>Writes the governance plan and receives reports from the executive on performance against this plan.</p> <p>Sets terms of references for its own committees</p> <p>Establishes an instrument of government for each LAB which outlines the LABs remit and the constitution of governors required</p>	<p>Implements the governance plan and monitors the effectiveness of each LAB, ensuring it is working towards the terms of reference.</p>	<p>Operates within the terms of reference and delegated powers set by the directors.</p> <p>LAB decides on the structure required to deliver the terms of reference.</p> <p>Self-reviews against terms of reference on an annual basis and submits this to the executive.</p>	No role
<b>Appointment of chair and vice chair and chairs of committees of Trust</b>	N/A	<p>Directors appoint the chair and vice chair and chairs of committees of the Trust on an annual basis.</p>	No role	No role	No role

<b>Appointment (and removal) of directors</b>	All	Members appoint and remove directors.	No role	No role	No role
<b>Appointment (and removal) of governors of local academy boards</b>	Self-sustaining and semi-supported	Directors responsible for the appointment and removal of Chairs of LABs and Executive Governing Body.	<p>Recommends the appointment of the chairs of LABs to Directors.</p> <p>In partnership with the Church of England, Birmingham Board of Education the CEO approves the appointment of all governors.</p> <p>CEO recommends to the Diocesan Board of Education for the appointment of foundation governors to LABs.</p> <p>CEO has the authority to suspend LABs and replacing with an Executive Governing Body and appoint members to that board.</p>	<p>Recommend new governors to the CEO.</p> <p>Chairs of LABs inform the CEO of any vacancies</p> <p>LABs have authority to remove governors when they have not attended without accepting apologies for the last six months; and / or when they have breached the BDMAT governor code of conduct; where they have / could have brought the school or MAT into disrepute as a result of their words or actions either in school or outside of school; and / or when they have broken confidentiality (with the exception of whistleblowing).</p>	No role

<b>Appointment (and removal) of chairs and vice-chairs of local academy boards</b>	All	Directors responsible for the appointment and removal of Chairs of LABs and Executive Governing Body.	Recommends the appointment of the chairs of LABs to Directors	No role  Annually appoints a governor to serve as vice-chair for a one-year term	No role
<b>Appoint Auditors</b>	N/A	Board of Directors recommend auditors to Members Members Appoint.	Deputy CEO (DCEO) co-ordinates tendering process on behalf of Directors.	No role	No role
<b>Scheme of Delegation</b>	N/A	Approves the scheme of delegation on an annual basis	Recommends the scheme of delegation for director approval following review on at least an annual basis (or more frequently if an urgent change if required)	Consulted one fundamental revisions to the Scheme of Delegation	Consulted on fundamental revisions to the Scheme of Delegation
<b>Statutory Audit Procedures</b>	All	Board of directors approves the Trust's statutory accounts recommends them to Members.	DCEO to prepare all statutory for the Board of Directors and ensure they are appropriately filed.	Support the implementation of any monitor any recommendations from auditors.	The Headteacher supports statutory audit procedures as required by the DCEO and the Finance and Resources or Audit Committees.  Implement any actions identified by the auditors.  Support the implementation of any

					monitor any recommendations from auditors
<b>Risk Management</b>	All	<p>Approval of Trust risk management framework</p> <p>Scrutinise the Trust risk register and monitor the effectiveness of mitigating actions through report from DCEO.</p> <p>All Directors to be issued with the risk register on a termly basis via Governor Hub.</p>	<p>Executive to implement the Trust's risk management framework, ensuring risk registers and mitigating actions are periodically reviewed. And termly review of school risk registers.</p> <p>DCEO produce report on new risks and risks escalated to red for the Board of Directors and Finance and Resources Committee.</p>	LAB to review the school's risk register and submit to the Executive Team on a termly basis.	<p>Maintain a school risk register in line with the Trust's risk management framework.</p> <p>Report risks (risk register) to the LAB on a termly basis.</p>
<b>Statutory Policies</b>	All	Approval of all statutory policies required by the Trust under UK legislation and DfE or ESFA regulations	Recommend statutory policies required by the Trust under UK legislation and DfE or ESFA regulations	Consulted on school level policies required by the Trust under UK legislation and DfE or ESFA regulations	<p>Consulted on school level policies required by the Trust under UK legislation and DfE or ESFA regulations</p> <p>Implementation of requirements contained within all policies approved by Directors.</p>

## EDUCATION

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
<b>School Improvement Plan</b>	All	<p>The School Effectiveness Committee to receive reports from the DOE regarding the implementation and impact of school improvement plans across the Trust and highlight concerns that the DOE may have regarding the processes in individual schools</p>	<p>DOE undertakes review of school Improvement plans, supported by the DDOE and makes recommendations to SEC</p> <p>The DOE is to monitor delivery of School Improvement Plans on a termly basis or more regularly based on as assessment of performance and directs Headteachers, where necessary.</p> <p>CEO ensures LABs are undertaking their monitoring role effectively regarding</p>	<p>Receive termly reports on progress towards priorities in the school improvement plan and attendance from the Headteacher and report any significant slippages to the DOE</p> <p>Receive termly reports from the Headteacher on attendance</p>	<p>The Headteacher is to draw up an annual draft School Improvement Plan in consultation with the DOE/ BDMAT Secondary Advisor to improve the school and supports the delivery of BDMAT's strategic aims.</p> <p>The Headteacher is to ensure the on-going monitoring of the SIP and report this progress to the DOE and LAB on a termly report.</p> <p>In consultation with the Head of School Support set targets for pupil attendance for the whole school and</p>

			evaluating school improvement plans.		vulnerable groups (SEND, pupil premium and other specific school vulnerable groups e.g. EAL) and monitor progress toward these targets; monitor authorised and unauthorised pupil leave in term time;
<b>Curriculum</b>	Semi-supported and capacity givers	School Effectiveness Committee receives reassurances from the DOE that the curriculum in each school meets legal requirements	Ensures that the curriculum in all our schools meets the requirements of the National Curriculum and that the curriculum is ambitious, knowledge rich, progressive and broad and balanced	Ensures that the curriculum reflects the needs of its community and in our church schools that our Christian values run through, and it supports the doctrine of the Church of England	Sets the curriculum for their school, ensuring that requirements of the National Curriculum are met, and that the curriculum is ambitious, knowledge rich, progressive and broad and balanced
<b>Curriculum</b>	Priority	School Effectiveness Committee informed of priority schools not meeting requirements and the plans to rectify the issues	DOE to direct priority schools where the curriculum in a priority school does not meet legal requirements and / or is not ambitious, knowledge rich, progressive and broad and balanced	Ensures that the curriculum reflects the needs of its community and in our church schools that our Christian values run through, and it supports the doctrine of the Church of England	Supported by the DOE or their designated representative sets the curriculum for their school, ensuring that requirements of the National Curriculum are met and that the curriculum is ambitious,

					knowledge rich, progressive and broad and balanced.
<b>Teaching and learning (pedagogy)</b>	All schools	Approves the BDMAT School Improvement Strategy (part of the BDMAT Strategic Plan)	<p>Delivery of the BDMAT School Improvement Strategy, which sets the direction for teaching and learning in all BDMAT schools.</p> <p>Supports leaders in schools develop and improv teaching in their schools through the implementation of the BDMAT School Improvement Strategy (part of the BDMAT Strategic Plan)</p> <p>DOE provides direction on pedagogy to priority schools</p>	Receives termly updates on the effectiveness of teaching and learning in the school and refers any concerns to the DOE	<p>Ensures that effective pedagogy is in place that leads to high standards of achievement.</p> <p>Monitor the effectiveness of teaching and learning and summarise strengths and areas for development in the school evaluation summary</p>
<b>School hours and term dates</b>	All	No role	The CEO will approve the school term dates and opening and closing times.	The LAB is consulted on school term dates and opening and closing times.	The Headteacher recommends term dates and opening and closing times to the Local Academy Board.

<p style="text-align: center;"><b>Admissions, Appeals Policies.</b></p>	<p style="text-align: center;">All</p>	<p>The Board of Directors will approve all such admissions criteria and policies and any amendments to them.</p> <p>The Board of Directors will approve changes to the pupil admission number or other significant change in each school (to be formally approved by DfE)</p>	<p>DOE will approve admissions above PAN (outside of fair access)</p> <p>DOE will recommend to the Board where a change in PAN or other significant change is required at a school.</p> <p>CEO approves appeals process if not to be managed by the Diocesan Education Team</p>	<p>The LAB will recommend its own over subscription criteria to the board of directors</p> <p>The LAB will have an admissions sub-committee that will consider all in year admissions within statutory deadlines.</p> <p>The LAB will be consulted by the DOE when a change of Pupil Admission Number or other significant change may be required.</p> <p>the appeals process will be undertaken by the Diocesan Education Team, unless otherwise agreed by the CEO</p>	<p>Headteacher administers the Trust model admissions policy and the agreed over subscription criteria</p> <p>Headteacher or a member of SLT to report to the LAB admissions sub-committee on all in year admissions</p> <p>Headteachers will consult with the DOE on any admissions above PAN (outside of fair access)</p> <p>Headteachers will consult with the DOE on any instances where they want to challenge the admission of a pupil with an EHCP or a LAC pupil</p> <p>The Headteacher will consult with the DOE when a change of Pupil Admission Number or</p>
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					other significant change may be required.
<b>Exclusions</b>	All	Receives termly reports on exclusion rates across the Trust from the DOE	DOE monitors the number of exclusions in schools and holds leaders to account where there are concerns regarding exclusions  DPC receives reports from headteachers on any assaults on staff.  CEO ensures Independent Review Panels are held when a parent requests one.	Receive a termly report on exclusions  Has a legal duty to inform the parent(s) of an excluded child of their rights to an Independent Review Panel hearing.	It is the headteacher's decision to exclude.  All assaults on members of staff should be reported to the DPC.
<b>Emergency closures e.g. due to snow / flooding / loss of essential utilities</b>	All	Chair of the Board Directors informed of any closures beyond 1 day	CEO, DECO or DOE authorise emergency closures of schools beyond 1 day.  CEO to report closures of more than 1 day to Chair of the Board of Directors.	Consulted on first day of emergency closure.	The Headteacher to decide on day 1 of closure in consultation with the chair of LAB and then inform the CEO of the closure.  If the closure is for more than a day

					then a decision to continue closure must be approved by the CEO.
<b>Website compliance</b>	All	School Effectiveness Committee receives reports from the DOE on non-compliance of school websites.	DOE reports any non-compliance to the School Effectiveness Committee.	Headteacher to report to LABs on an annual basis to confirm that the school's website meets requirements.	Headteachers are to ensure that their school website meets all legal and BDMAT requirements. This will be reviewed by
<b>Pupil Premium, Sports Premium and Other Ringfenced Funding</b>	All	School Effectiveness Committee receives an annual report from the DOE on the use and impact of Pupil Premium and Sports Premium.	DOE approves Pupil Premium and Sports Premium plans  DOE to issue an annual report to School Effectiveness Committee on the use and impact of Pupil Premium and Sports Premium.	Receive reports from school leaders on the use and effectiveness of the funding.  Nominated a member of the LAB who has responsibility for Pupil Premium funding	Ensure that Pupil Premium, Sports Premium and Catch-up Premium are used in accordance with the DFE grant conditions and produce a report on the use and impact of the funding to the LAB and DOE
<b>Educational collaborations and partnering arrangements</b>	All	The School Effectiveness Committee will review any proposal put to it by the CEO and may: <ul style="list-style-type: none"> <li>• approve the proposal as submitted to it; or</li> <li>• approve the proposal subject to any</li> </ul>	The CEO will assess any proposals put forward by the Headteacher. The CEO may decide to: <ul style="list-style-type: none"> <li>• approve the proposal as submitted to the CEO;</li> <li>or</li> <li>• approve the proposal</li> </ul>	Ensure that any collaboration or partnering arrangement with other schools offer 'value for money'.	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

		amendments it considers appropriate; or • reject 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.		involves payment in excess of £5,000. The Headteacher will provide such further information and assistance as the CEO may need in order to decide concerning the arrangement.
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## FINANCE

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
<b>Budget</b>	All	Board Directors and approve budget recommended by the Finance and Resources Committee.	DCEO sets budget setting framework for the Trust, including key budgeting assumptions and timelines  Recommend of 3-year financial plan and annual budget for the trust and all schools to Directors	Consulted on draft school budget by Headteacher.	Prepare and recommend a 3-year school budget, taking advice and guidance from the DCEO and DOE.

<p><b>School setting a deficit budget</b></p>	<p>All</p>	<p>Finance and Resources Committee approve the deficit recover plan.</p> <p>Finance and Resources Committee receive updates on progress against the plan through monthly management accounts.</p>	<p>Recommend to Finance and Resources Committee the deficit recovery plan</p> <p>School's progress is monitored by the Head of Finance through monthly management accounts.</p>	<p>Consulted on the deficit recovery plan.</p>	<p>Prepare deficit recovery plan with support from the DCEO and DOE.</p> <p>Headteacher delivers the deficit recovery plan and reports progress to the Head of Finance</p>
<p><b>Budget Monitoring and delivery</b></p>	<p>All</p>	<p>Chair of the Board of Directors receives monthly management accounts.</p> <p>Finance and Resources Committee scrutinise termly management accounts</p> <p>Monthly management accounts available to all Directors</p>	<p>Produce monthly management accounts and review performance against budget, taking action where required to achieve the budget.</p> <p>Present management accounts to the Chair of the Board of Directors monthly basis and to the Finance and Resources Committee on a termly basis.</p> <p>The Executive has the authority to direct control of school finances where schools:</p>	<p>Receives termly management accounts from the Headteacher.</p> <p>Chair of LAB (or their nominated representative) meets with Headteacher to review management accounts.</p>	<p>Responsible for spending in line with the approved budget.</p> <p>Reports management accounts to LAB on a termly basis</p>

			<ul style="list-style-type: none"> <li>• Persistently bypass purchasing or appointment processes set out in the trust's policies;</li> <li>• Fail to follow correct tendering/value for money processes set out in the trust's policies; or</li> <li>• Forecast an overall negative variance against budget of greater than £5,000 without prior agreement from the DCEO.</li> </ul> <p>Control will be returned to Headteachers once it can be demonstrated that financial control is embedded within the operations of the school.</p>		
<b>Use of Reserves</b>	All	Finance and Resources Committee approve business cases for submissions outside the delegated authority of the CEO.	DCEO reviews business case and will either: <ul style="list-style-type: none"> <li>• Approve or recommend in line with;</li> </ul>	Consulted on business case in line with the school's improvement plan.	Proposes business case to the DCEO for access to reserves.

			<ul style="list-style-type: none"> <li>delegated financial limits;</li> </ul> Reject  The Executive Leadership Team to recommend any Trust wide business cases to the Board of Directors		
<b>Capital Budget</b>	All	Board of Directors approve 10-year IT and Estates strategies that constitute the capital programme  Monitor progress against 10-year capital programme annually.	Recommend 10-year Estates and IT strategies	No role	Consulted on Estates and ICT requirements
<b>Writing off bad debts</b>	All	Finance and Resources approve writing off debts greater than £5,000	Approve writing off debts up to £5,000.	Approve writing off debts up to £500	Recommend writing off individual debts in accordance with delegated limits
<b>Expansion/ reduction of existing facilities or taking on new premises</b>	All	Directors will review any proposal put to it by the Executive and may: <ul style="list-style-type: none"> <li>approve the proposal as submitted to it; or</li> <li>approve the proposal</li> </ul>	Assess any proposal put forward by the Headteacher and either: <ul style="list-style-type: none"> <li>approve the proposal as</li> </ul>	Consulted by the headteacher and CEO to expand / reduce / take on new facilities	The Headteacher is to consult with the LAB and apply to the CEO with any proposal to expand / reduce any existing /

		subject to any amendments it considers appropriate; or • reject the proposal.	<ul style="list-style-type: none"> <li>• approve the proposal subject to any amendments the Executive considers appropriate; or</li> <li>• reject the proposal; or</li> </ul>		take on new facilities at the school.  The Headteacher will provide such further information and assistance as the CEO may need in order to decide concerning the proposal.
<b>Insurance</b>	All	Finance and Resources Committee to ensure appropriate insurance arrangements are in place.	DCEO to procure appropriate insurance for the Trust.	Consulted on any additional insurance needs that may be required for their school.	Identify school's insurance needs and inform the DCEO of any additional requirements.  Report any insurance claims to the Head of Operations.
<b>Legal claims</b>	All	The Board of Directors approves action as it may reasonably require in relation to the defence or prosecution of any claim or proceedings.	<p>The CEO assesses any actual or potential claims and reports any significant or high-risk claims to the Board of Directors.</p> <p>CEO approves the use of solicitors for legal advice/representation</p>	<p>Informed of any actual or potential claims or proceedings affecting the school</p> <p>The Local Academy Board will act on any instructions received from the Board of Directors and/or the CEO.</p>	<p>Report to the CEO any actual or potential claims or proceedings affecting the school immediately.</p> <p>Act on any instructions received from the Board of Directors and/or the CEO.</p>

			<p>The CEO to instruct the Headteacher and/or Local Academy Board in relation to the conduct of the claim or proceedings.</p> <p>The CEO will act on any instructions received from the Board.</p>		
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## HUMAN RESOURCES

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
<b>Pay and performance management</b>	All	<p>Approval of whole Trust Pay Policy, pay scales and benefits.</p> <p>Performance management of CEO and remuneration package.</p> <p>Directors act as the Pay Body for the Trust, with some responsibility delegated to each LAB.</p>	<p>CEO ensures that all BDMAT Executive and Central Team staff receive appropriate appraisal and remuneration.</p> <p>The CEO and DOE (or their representatives) performance manage all headteachers, in consultation with the chair of the LAB and reports on the appraisal process to the Board of Directors.</p> <p>The Executive Team sets the pay ranges for all job roles within the Trust.</p> <p>Approves all applications from staff to go through the threshold through a threshold committee.</p>	<p>LAB chair supports the CEO and DOE in the annual appraisal of the headteacher.</p> <p>LAB receives an annual report from the Headteacher regarding the implementation of the Trust Performance Management Policy.</p> <p>Responsibility for pay appeals from staff.</p>	<p>Ensures that appraisals are undertaken in accordance with the BDMAT Performance Management Policy</p> <p>Recommends applications from staff to go through the upper pay threshold to the threshold committee</p> <p>Report the outcome of performance management identifying staff not automatically incrementing to the LAB and Executive Team annually</p>

<b>Executive Leadership Team Appointments</b>	N/A	<p>The Board of Directors appoints the CEO</p> <p>Directors participate in the selection process of all other directors</p>	<p>CEO to lead the process of appointments to the Executive and Central Tea. Members of the Executive Leadership and Central Team to participate in the selection process alongside Directors.</p>	None	None
<b>School Senior Leadership Team appointments</b>	All	<p>The Board of Directors will be informed of the appointment and resignations of all senior leaders in all schools.</p>	<p>The CEO and DOE, in consultation with the LAB, will appoint headteachers.</p> <p>A member of the Executive Leadership Team or nominated individual and the Headteacher will lead jointly on the process for filling any vacancies in the Senior Leadership Team.</p> <p>CEO makes final decision on all SLT appointments where the selection panel does not agree.</p>	<p>The LAB will have representation on the appointment board for SLT appointments, including the appointment of Headteachers.</p> <p>The LAB will be consulted on the staffing structure for the school, including the composition of the SLT – this will be part of the budget approval arrangements.</p>	<p>Notify the DOE of any potential vacancy in the Senior Leadership Team.</p> <p>Lead the process for SLT appointments, supported by the DOE or their nominated representative</p>
<b>Teacher/ Support Staff Appointments</b>	Priority and semi-supported	No role	DOE and Finance Partner to approve all planned appointments	A member of the LAB will participate in all	Lead the recruitment of all vacancies, supported by a

			<p>DCEO or their nominated representative to lead in the appointment of all site staff</p> <p>DCEO or their nominated representative to be involved in the appointment of admin leads in schools</p> <p>In priority schools, the DCEO or their representative may be a member of the recruitment panel for the appointment of admin leads.</p>	<p>teacher appointments and admin lead, where possible.</p> <p>No representation is required for appointment of non-teaching staff,</p>	<p>representative of the Local Academy Board</p> <p>In priority schools, the CEO or DOE should be invited to sit on the recruitment panel for all teaching and leadership posts in the school.</p>
<b>School staff appointments (with the exception of headteachers)</b>	All	No role	DCEO and DOE (or their nominated representative) approves all appointments.	Consulted on Headteacher proposed appointment with reference to the budget and school improvement plan.	Recommends to the DCEO and DOE any vacancies and Proposed appointments (both existing and new roles).
<b>Terms of Employment</b>	All	No role	The DPC approves any change to the terms of employment.	None	To propose any proposed change to terms of employment to the DPC.

<p><b>Restructuring</b></p>	<p>All</p>	<p>Finance and Resources Committee to approve restructures with financial implications over £50,000 or affecting more than 10 staff</p>	<p>The CEO to approve restructures with financial implications up to £50,000 or affecting less than 10 staff</p>	<p>to be Consulted on any restructuring by the Headteacher</p>	<p>Notify the DPC as soon of any plans to restructure.</p> <p>The Headteacher will run the consultation on behalf of the Trust in line with Trust policies.</p>
<p><b>Dismissals (including as a result of failure of probationary period)</b></p>	<p>All</p>	<p>3 Directors and a member of the Executive Leadership Team will participate in dismissal hearings for Headteachers,</p> <p>3 Directors will participate in dismissal hearings for members of the Executive Team.</p> <p>Directors will receive reports from the DPC regarding any dismissals that have taken place.</p>	<p>The CEO is to be consulted on all potential dismissals.</p> <p>A member of the he Executive Leadership Team will participate in dismissal hearings for all senior leaders and Headteachers.</p>	<p>3 members of the LAB and a member of the Executive Leadership Team will participate in dismissal hearings for staff</p> <p>Where there are insufficient members of the LAB to undertake the hearing, members of the LABS of other Trust schools or members of the Central Team may be seconded on to the committee to participate in the dismissal hearing</p>	<p>Follow the procedures set out within the relevant Trust policy where a decision has been identified to potentially dismiss.</p> <p>Consult with the DPC regarding the potential dismissal of any employee.</p>

<p style="text-align: center;"><b>Disciplinary and Capability Measures</b></p>	<p style="text-align: center;">All</p>	<p>Board of Directors informed of any disciplinary and capability issues related to Headteachers and members of the Executive Leadership Team for oversight and to ensure procedures have been correctly followed.</p> <p>The Chair of the Board of Directors will lead on any disciplinary or capability issues related to the CEO following the procedures within the relevant Trust policy.</p>	<p>DPC will advise the Headteacher and ensure the Disciplinary Policy / BDMAT Capability Policy is followed.</p> <p>DCEO will manage any disciplinary/capability issues for any BDMAT Central Team staff, headteachers and members of the executive.</p> <p>The CEO has authority to suspend Headteachers, Trust Executive Leadership and Central Team staff where necessary, either before a disciplinary investigation commences or during the process.</p> <p>CEO to notify the Board of Directors:</p> <ul style="list-style-type: none"> <li>• 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</li> </ul>	<p>The Local Academy Board Chair should report any disciplinary / capability issues regarding the headteacher directly to the CEO.</p>	<p>Consult with the DPC regarding the suspension of a member of staff and the imposition of disciplinary and/or capability measures.</p> <p>The Headteacher has authority to suspend members of school staff, other than senior leaders, where necessary, either before a disciplinary investigation commences or during the process.</p> <p>Suspension should only be undertaken in exceptional circumstances such as to ensure a fair investigation can take place and / or to protect staff / pupils' safety (including the member of staff being investigated)</p>
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			<ul style="list-style-type: none"> <li>where the imposition of a disciplinary or capability measure is or may be the appropriate course of action.</li> </ul>		
<b>Severance, compensation and ex gratia payments in settlement agreements</b>	All	<p>Chair of the Board of Directors and Chair of Finance and Resources Committee jointly authorises payments over £20k.</p> <p>Note any payments over £50k non-contractual and all ex-gratia payments require ESFA approval.</p>	Authorise payments up to £20k	No role	No role
<b>Safeguarding</b>	All	<p>Approve Safeguarding Policy for members of the Trust Central Team</p> <p>Approve all safeguarding policies:</p> <p>Board of Directors to receive reports at each meeting regarding safeguarding provision within its schools,</p>	<p>CEO to inform the Board of Directors of any safeguarding issues raised in respect of any member of staff.</p> <p>CEO to ensure that safeguarding procedures within the schools and centrally meet all national and local requirements and</p>	LABs are responsible for ensuring that their school's child protection and safeguarding policy follows the Local Authority model policy which meets national requirements and the requirements of their Local Safeguarding Partners with amendments that	<p>The Headteacher is to ensure the LADO, Head of School Support and chair of LAB are notified immediately of any safeguarding issues or concerns relating to staff.</p> <p>The headteacher is delegated to day-to-day administration of</p>

		including any incidents of whistleblowing	<p>that a policy is in place for these staff.</p> <p>The CEO is to ensure the LADO, Chair of the Board of Directors and Head of School Support are notified immediately of any safeguarding issues or concerns relating to Headteachers, Directors Members, or the Trust Central Team.</p> <p>Executive recommends safeguarding all policies to the Board of Directors.</p> <p>Executive reviews the safeguarding all policies in line with the policy review timetable</p>	<p>comply with BDMAT procedures and is reviewed at least annually</p> <p>It is the responsibility of the LAB to ensure that all BDMAT safeguarding policies and procedures are implemented by the school and promoted to all staff, and that the LAB has systems in place to assess the effectiveness of the policies and procedures</p> <p>The following school specific safeguarding umbrella policies remain the responsibility of the LAB to approve and review annually:</p> <ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Admissions</li> <li>• anti-bullying</li> <li>• attendance</li> <li>• before and after school</li> <li>• behaviour</li> <li>• EYFS</li> </ul>	<p>safeguarding procedures in their school, ensuring that national, local and BDMAT safeguarding systems and procedures are implemented.</p> <p>Headteachers should ensure that the school is using the BDMAT Induction policy and procedures for inducting all new staff and volunteers into the school's safeguarding systems.</p> <p>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.</p>
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				<ul style="list-style-type: none"> <li>•equality objectives</li> <li>•exclusions</li> <li>•First Aid</li> <li>•Intimate care</li> <li>•Lettings</li> <li>•Looked after and previously looked after children</li> <li>•Positive Handling</li> </ul>	<p>Headteacher to draft school specific safeguarding policies for LAB approval – ensuring all policies are reviewed at least annually.</p> <p>Headteacher to ensure <b>all</b> safeguarding policies are shared with staff at induction and throughout the year in training</p> <p>Headteacher to ensure all staff are consulted on safeguarding policies prior to submission for approval by LAB or Trust Board</p> <p>To ensure the BDMAT whistleblowing policy is being promoted to all staff.</p>
<b>Continuous Professional</b>	All	DOE to report additional training	DOE approves plans for INSET days proposed by	Consulted on the proposed dates and	Recommend proposed dates and content for

<p><b>Development (CPD) INSET Days</b></p>		<p>days to the Board of Directors.</p>	<p>schools ensuring that the training days link to the school's improvement plan.</p> <p>DOE approves any additional training days requested by the Headteacher</p>	<p>content for INSET days and any additional training days requested by the Headteacher.</p> <p>LAB should monitor the impact of INSET days.</p> <p>LAB informed of any requests for additional INSET days</p>	<p>INSET days before the start of each school year to the DOE for a.</p> <p>1 of the 5 training days per year may be designated as a Trust training day by the Executive Team. The date of this will be set by the DoE.</p>
<p><b>Headteacher illness</b></p>	<p>N/A</p>	<p>DPC will report summary sickness information to the Finance and Resources Committee on a termly basis.</p>	<p>The DPC will monitor and manage the Headteacher's absences in line with the Trust Staff Absence Policy</p>	<p>No role</p>	<p>Report sickness to the CEO in line with the Staff Absence Policy.</p>
<p><b>Staff illness (non headteacher)</b></p>	<p>All</p>	<p>DPC will report summary sickness information to the Finance and Resources</p>	<p>The DPC or their nominated representative to ensure that school leaders are applying the Trust Staff Absence Policy correctly.</p>	<p>LAB to monitor staff absence through the termly Headteacher reports and ensure that the headteacher is</p>	<p>The Headteacher to apply the Trust Staff Absence Policy.</p>

		Committee on a termly basis		<p>following the Trust Management of Sickness Absence policy.</p> <p>Meet with staff as required when “triggers” are reached as outlined in the BDMAT Management of sickness Absence policy</p>	<p>The Headteacher to liaise with the Trust HR Officer on managing staff when triggers as specified within the Trust Staff Absence policy are met.</p> <p>Headteachers to ensure all absences are recorded on the Trust’s HR system on the first day of the absence</p>
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## ASSETS AND ESTATES MANAGEMENT

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
<b>Inventory</b>	All	No role	Head of Finance and Head of ICT to maintain fixed asset registers for the Trust and its schools.	Ensure that the school maintains all assets within the school.	<p>Maintain an inventory of any stock items held at the school and conduct termly stock checks.</p> <p>Ensure assets are appropriately and securely stored within school.</p>

<p><b>Disposal of assets (non-land and buildings)</b></p>	<p>All</p>	<p>Finance and Resources Committee to monitor all asset disposals</p> <p>Finance and Resources Committee approves all asset disposals over £25,000</p>	<p>DCEO to approve disposal of assets up to £25,000.</p> <p>DCEO will report asset disposals to £25,000 to the Finance and Resources Committee.</p> <p>DCEO recommend disposal of assets over £25,000 to the Finance and Resources Committee.</p>	<p>No role</p>	<p>The Headteacher to propose the disposal of fixed assets to the DCEO or their nominated representative</p>
<p><b>Disposal of assets (land and buildings)</b></p>	<p>All</p>	<p>Finance and Resources Committee to recommend and Board Directors to approve the disposal of any land.</p> <p>If required by the Academy Trust Handbook the ESFA must be consulted.</p>	<p>The Executive Leadership Team will recommend to Directors the disposal of land and buildings.</p>	<p>No role</p>	<p>No role</p>
<p><b>Premises maintenance programme.</b></p>	<p>All</p>	<p>Finance and Resources Committee will receive the Premises Maintenance Programme annually</p>	<p>The DCEO will approve the Trust Premises Maintenance Programme on an annual basis</p>	<p>No role</p>	<p>Headteachers will advise the DCEO or their nominated representative on the requirements of their</p>

					school for the Trust Premises Maintenance Programme.
<b>Health and Safety</b>	All	Receive reports from the DCEO on compliance with health and safety and accident reporting.	<p>Ensure that all schools have a Health &amp; Safety policy which is based on the BDMAT Health and Safety policy is regularly audited and reviewed and that it is legally compliant</p> <p>Report to the Finance and Resources Committee at least annually on health and safety</p>	<p>Appoint a designated Health and Safety Governor</p> <p>Responsible for specific health and safety duties as set out in the Trust Health and Safety Policy</p> <p>Review and approve school-based appendices of the BDMAT Health and Safety policy</p>	<p>Responsible for specific health and safety duties as set out in the Trust Health and Safety Policy</p> <p>Ensure electronic accident book is used to record all accidents and safety incidents. All accidents to be recorded on the same day as the accident.</p> <p>Notify DCEO and/or Head of Operations of any incident or accident that is RIDDOR reportable to HSE or results in a hospital visit.</p>

