Birmingham Diocesan Multi-Academy Trust

Scheme of Delegation

All schools

Version: 11th July 2019 for implementation from 1st Sept 2019
(typographical corrections made 12th Sept 2019)

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 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. 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 Chief Finance and Operations Officer (CFOO) and the Chief School Effectiveness Officer (CSEO), 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.

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 Chief Finance and Operations Officer, Chief School effectiveness Officer and other staff in their team. The executive team currently comprises the Chief Executive Officer (CEO), Chief School effectiveness Officer (CSEO) and the Chief Finance and Operations Officer (CFOO). In the absence of the CEO the CSEO acts as his deputy.

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.

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.

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.

STRATEGIC DIRECTION					
Aspect	**School group**	**Board of Directors**	**Executive**	**Local Academy Board**	**Headteacher**
Development of the strategic plan for the Trust	N/A	Set the strategic direction of the Trust and monitor its implementation	Advises the directors on strategic development and reports to directors on the implementation and impact	Are consulted via the Chairs' Forum	Are consulted via Head teacher Network meeting
School Improvement Plans	All	Monitor performance of schools via KPIs SEC receives reports from CSEO regarding effectiveness of school improvement plans	CSEO undertakes approval of school improvement plans. CEO ensures LABs are undertaking their monitoring role effectively	LAB approve submission to the CSEO for final approval and then monitors implementation and impact.	Drafts
Scheme of delegation	N/A	Annually reviews the existing scheme of delegation and approves changes	Regularly reviews the existing scheme of delegation and recommends changes to the board of directors	Implements the scheme of delegation	Implements the scheme of delegation
Articles of association	N/A	Articles of association are amended by the 'members' but the directors can advise members	No role	No role	No role

			GOVERNANCE		
Aspect	**School group**	**Board of Directors**	**Executive**	**Local Academy Board**	**Headteacher**
Establishing the governance plan	N/A	Writes the governance plan and receives reports from the executive on performance against this plan Sets terms of references for its own committees and that of LABs	Implements the governance plan and monitors the effectiveness of each LAB, ensuring it is working towards the terms of reference	Operates within the terms of reference and delegated powers set by the directors. LAB decides on the structure required to deliver the terms of reference Self-reviews against terms of reference on an annual basis and submits this to the executive	No role
Appointment of chair of Trust	N/A	Directors appoint the chair and vice chair of the Trust on an annual basis	No role	No role	No role
Appointment (and removal) of directors	All	Members appoint and remove directors	No role	No role	No role

Appointment (and removal) of governors of local academy boards	Self-sustaining and semi-supported	Directors responsible for the appointment and removal of chair of LABs and Executive Governing Body	Advises the directors on the appointment of the chairs of LABs In partnership with the Church of England, Birmingham Board of Education approve the appointment of all governors Responsibility of suspending LABs and replacing with an Executive Governing Body and appoint members to that board	Recommend to the Diocesan Board of Education (via the executive team) appointment of all governors. Chairs of LABs inform the executive of any vacancies Chairs are delegated the responsibility to remove governors where appropriate	No role
Appoint Auditors	N/A	Board of Directors recommend auditors to Members, Members Appoint.	CFOO co-ordinates tendering process on behalf of Directors		
Statutory Audit Procedures	All	The MAT board of directors is responsible for approving the statutory accounts of the MAT and recommending them to the BDMAT members	CFOO to prepare and approved the documents and ensured all statutory financial documents are appropriately filed	LAB to monitor any recommendations from auditors that pertain to their establishment	The Headteacher is to provide such information and assistance in relation to statutory audit procedures as the CFOO and the Finance and Resources Committee may from time to time require
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	All	Directors 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 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	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

school's PAN, running /ceasing to run a school based nursery, establishment /cessation of a before/after school provision			• refer the proposal to the • School Effectiveness Committee • for a decision.		

FINANCE

Aspect	School group	Board of Directors	Executive	Local Academy Board	Headteacher
Financial policies	All	Directors review and approve draft policies	Draft policies for approval by directors	No role	No role
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:	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 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.	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.

		a Cash Flow Plan; and a Capital Expenditure Plan			
Financial policies	All	Directors review and approve draft policies	Draft policies for approval by directors	No role	No role
Budget and Accounts Set annual balanced budget	All	Review and approve individual school budgets and the consolidated budget for the Trust	Recommend to the BDMAT Finance and Resources committee in consultation with BDMAT Finance Director Individual and consolidated budget. The committee then approves this to the main boards.	Work with the CFOO to develop a budget in-line with BDAMT requirements Recommend balanced school budget that should be presented to CEO and Finance Director.	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. Review the draft budget presented by the Headteacher and approve submission to the executive This budget should support the requirements of the school improvement plan.
Allocation of funding within the Trust (including GAG)	All	Directors approve the distribution of funding	Advise and recommend distribution of funding to the directors	No role	No role
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	Recommend deficit recovery plan to Board. Review school's progress through termly reports	Prepare deficit recovery plan with support from the Finance Director and CEO Prepare termly reports and report any concerns to the FD.
Budget Monitoring (management accounts)	All	Chair of the Trust receives monthly management accounts Review termly budget monitoring reports for the trust and individual schools Monthly accounts available to directors monthly to access Finance and Resource and Full Board receive accounts at each meeting	Ensure the production of monthly management accounts and review of performance against budget, taking action where required to achieve the budget Review monthly budget monitoring reports for the trust and individual schools	Supports the headteacher in delivering the agreed budget and receives regular management accounts from the CFOO Prepare monthly monitoring reports with support from MAT finance team	Responsible for spending in line with the agreed approved budget and agreeing any changes to individual forecasts with CFOO Review termly monitoring reports for individual school

Use of reserves (revenue)	All	Approve business case	Recommends business plan to the directors	Reviews business case in line with the school's improvement plan Recommends business plan to the executive	Proposes business case to the LAB regarding use of reserves
Capital budget	All	Approves capital programme	Develop 5 year capital programme for the Trust based on available and predicted funding with reference to the estates and ICT strategy (including contingency for unplanned needs)	Recommends capital spend to the CFOO	Request capital spend to LAB
School deficit reserves	All	Review and approve the deficit recover plan. Monitor progress against plan.	Recommend to directors that deficit recovery plan should be approved	Work with the CFOO in developing a reserves recovery plan to the present to the Board of Directors. Monitor progress against the approved plan	Work with the CFOO in developing a reserves recovery plan to the present to the Board of Directors.
Writing off bad debts	All	Finance and Resources consider any writing off debts greater than £5k	Approve writing off any pupil debts above £500. Executive to write off any debts up to £5k. Above 5k to be recommend to the Finance and Resources Committee	Authorise up to £500 for individual debts. Recommend debts above £500 to the CFOO for consideration of writing off	Recommend writing of individual pupil debt e.g. school, trips and lunches, up to £500 per pupil
School staff appointments (with the exception of headteachers)	All		CFOO approves all appointments	LAB considers the recommendations of the headteacher in light of the school's budget and school improvement plan	Recommends to the LAB any vacancies and proposed appointments (both existing and new roles)

Expansion/ reduction of existing facilities	All	Directors 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	LAB to recommend proposals to expand / reduce any existing facilities at the school to CEO	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
Taking on new premises	All	Directors 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	LAB to agree proposal to take on any new premises	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

			• refer the proposal to the School Effectiveness Committee for a decision		
Severance, compensation and ex gratia 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 DirectorNo role	Up to £20k to propose to Finance DirectorNo role
Whistle blowing policy	All	Approve policy and receive reports of any incidents of whistle blowing	Executive recommends policy to the board	No role	No role
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 and Full Board 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 risk Issue reports from the CFOO to each meeting of the Finance and Resources Committee and Full Board 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 CFOO	LAB to review the school's risk register on an annual basis or sooner if required and receive reports from the headteacher	Ensure that a risk register is in place which is fit for purpose Headteachers should report on risk to each of LAB on a termly basis
Insurance	All	Ensure appropriate insurance arrangements are in place	CFOO of procure appropriate insurance for the Trust	Alert the CFOO 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 including mini buses etc.

HUMAN RESOURCES					
Aspect	**School group**	**Board of Directors**	**Executive**	**Local Academy Board**	**Headteacher**
Pay and performance management	All	Approval of whole Trust Pay Policy, pay scales and benefits. Performance management of CEO and renumeration package Directors act as the Pay Body for the whole-trust, although this function is delegated to each school LAB to undertake for their staff. A Pay Committee of the trust considers pay recommendations for the executive	Ensures that all central staff receive appropriate appraisal and renumeration Set the pay ranges of Headteachers at each school. The CEO and CSEO performance manage all headteachers, in consultation with the LAB chair of governors and report on the appraisal process to the board of directors	LAB chair of governors supports the CEO / CSFO in the annual appraisal of the headteacher. Where the chair feels it is appropriate, a further two governors may be involved in this process.	Ensures that appraisals are undertaken in accordance with policy and report outcomes of these to the LAB Implements the MAT wide Pay Policy
Senior Leadership Team appointments	All	The board will be informed of the appointment of senior leaders in the school.	The CEO, in consultation with the LAB will appoint headteachers. The executive 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 and the LAB the views of the CEO will prevail.	The LAB will have representation on the appointment board for SLT appointments, including the appointment of headteachers. The LAB will agree the staffing structure for the school, including the composition of the SLT – this will be part of the budget approval arrangements.	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

Teacher/ Support Staff Appointments	Self-sustaining & semi supported	No role	CFOO to be invited to participate in the appointment of site supervisors admin leads and ICT managers	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 school admin lead where it is desirable	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
Teacher/ Support Staff Appointments	Priority	No role	CEO to agree teaching staff appointments and participate in the recruitment process (this may be delegated to a School Improvement Advisor)	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	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 Local Academy Board
External Consultant Appointments.	All	No role	Decisions concerning the appointment of external consultants will lie with the CEO	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	The Headteacher to make recommendations to the CEO for the need of external consultant services
Salary Reviews	All	Board has responsibility to audit the salary review process in respect of the executive	The CEO has responsibility (may be delegate) for overseeing salary levels/bands for the two school years after joining BDMAT, or such	LAB to agree and authorise salary review proposals if within the planned staffing budget	The Headteacher is to ensure the budget identifies any proposed salary reviews

			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 proposals are reported to the CEO via the minutes.	The Headteacher will make salary review proposals to LAB for their 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	The Local Academy Board is to be consulted by BDMAT in connection with any proposed change to terms of employment	BDMAT to consult the Headteacher on 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 Local Academy Board is to provisionally approve any redundancies and then notify the executive of any proposed redundancies. 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	The Headteacher is to notify the LAB as soon as possible after becoming aware that one or more redundancies may be necessary The Headteacher will provide such ongoing assistance the executive may require in considering any redundancy proposals.
Dismissals (including as a result of failure of	All	Directors will participate in dismissal hearings for headteachers only.	The CEO is to be consulted on all dismissals.	A committee of the LAB will be formed to consider any recommendations from school leaders for the dismissal of staff as a	The Headteacher should follow the procedures set out within the policy where a

probationary period)		Directors will receive reports from the executive regarding any dismissals that have taken place.	The executive will participate in dismissal hearings for all senior leaders and headteachers.	result of disciplinary, probationary issues etc. Where there are insufficient governors to undertake the dismissal hearing governors from other BDMAT schools may be seconded on to the committee to hear the case and / or members of the executive. Dismissal hearings of senior leaders, excluding headteachers will be heard by two governors and a member of the executive, normally the CEO Dismissal hearings of headteachers will be heard by the chair of governors and a member of the executive, normally the CEO and a non-executive director	decision has been identified to potentially dismiss (e.g. disciplinary, probationary). 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

Other Disciplinary and Capability Measures	All	Disciplinary and capability issues related to headteachers and senior leaders in schools will be brought to the attention of directors for their oversight to ensure procedures have been correctly followed. The Chair of the Board of Directors will deal with any disciplinary / capability issues related to the CEO	The CEO will follow the BDMAT Disciplinary Policy for any central BDMAT staff, headteachers and members of the executive. The CEO will follow the capability policy for each school for headteacher capability (until a BDMAT wide policy is introduced) 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 or capability measure 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	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 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 for discipline matters and their own policy for capability measures (until a BDMAT version is implemented) 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

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 any member of staff. CEO to ensure that safeguarding procedures within the schools and centrally meet all national and local requirements	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	The Headteacher is to ensure the named LADO, CEO and chair of LAB are notified immediately of any safeguarding 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

Continuous Professional Development (CPD) (budget)	All	The chair of the board should ensure that CPD is provided for individual governors and the LAB collectively	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 executive	Ensure that the headteacher receives regular CPD and liaise with the CEO where it is felt additional support is required which they cannot access The chair of the LAB should ensure that CPD is provided for individual governors and the LAB collectively	The Headteacher is to include in the school improvement plan appropriate proposals for CPD The Headteacher may spend that part of the school's budget for CPD in accordance with: the agreed SIP; and any general guidelines from time to time notified by the executive 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)

Continuous Professional Development (CPD) INSET days	All	No role	CSEO to authorise the INSET days set by schools ensuring that the training days link to the school's improvement plan	LAB should monitor the impact of training days	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 CSEO 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 or hub issues
Continuous Professional Development (CPD) INSET days	Semi-supported	CEO to report additional training days to the board of directors and justify the need for these	CSEO to authorise the INSET days set by schools ensuring that the training days link to the school's improvement plan CEO to authorise additional INSET day, ensuring that the training day link to the school's improvement plan	LAB agrees that requests for an additional INSET day can be made to the CEO	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 following agreement from the LAB

Continuous Professional Development (CPD) INSET Days	Priority	CEO to report additional training days to the board of directors and justify the need for these	CSEO to authorise the INSET days set by schools ensuring that the training days link to the school's improvement plan CEO to authorise additional INSET days, ensuring that the training days link to the school's improvement plan	LAB agrees that requests for an additional INSET day can be made to the CEO	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 2 additional closure day from the CEO following agreement from the LAB
Headteacher illness	N/A	No role	The CEO will provide support and guidance to the chair of the LAB in implementing the absence monitoring policy in relation to the headteacher.	The chair of the LAB will monitor the absence of the headteacher and follow guidance within the school's absence monitoring policy regarding contact and meetings with the headteacher during this absence. The chair of the LAB will keep the CEO informed of their actions under the absence monitoring policy.	On the first day of illness the headteacher should inform the CEO and the chair of LAB of their illness and keep the CEO and chair of LAB updated in line with the school's absence policy during the absence

			EDUCATION		
Aspect	**School group**	**Board of Directors**	**Executive**	**Local Academy Board**	**Headteacher**
School Improvement Programme (including curriculum and standards)	All	The School Effectiveness Committee to receive reports from the CEO regarding the implementation and impact of each School Improvement Plan	The CSEO is to summarise and present School Improvement Programme to the School Effectiveness Committee The CSEO 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 Local Academy Board will receive termly reports on progress toward priorities in the School Improvement Plan and is to act to report significant slippages in the proposed plans to the CSEO	The Headteacher is to draw up an annual draft School Improvement Programme in conjunction with the CESO The Headteacher is to co-operate with the CESO in the ongoing monitoring of the School Improvement Programme
School hours	Self-sustaining	No role	No role	The Local Academy Board agrees the school hours	The Headteacher recommends opening and closing times to the Local Academy Board
School Hours	Semi-supported and priority schools	No role	The CEO will approve the opening and closing times for schools	The LAB recommends opening and closing times to the CEO for approval / amendment	The Headteacher recommends opening and closing times to the Local Academy Board
Term Times	Self-sustaining	No role	No role	The Local Academy Board agrees the term times, having regard to the arrangements in the local area	The Headteacher recommends term times to the Local Academy Board
Term Times.	Semi-supported	No role	The CEO will approve the term times for schools	The LAB recommends term times to the CEO	The Headteacher recommends term times

	and priority schools				to the Local Academy Board

Admissions, Appeals Policies.	All	The Board of Directors will approve all such admissions criteria and policies and any amendments to them. The board is the 'admissions body', but delegates the day-to-day running of this to LABs The board will decide upon the pupil admission number in each school	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 criteria 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 The LAB will advise the board of directors when a change of Pupil Admission Number is required	Headteacher follows the admission criteria set by the LAB
Exclusions	All	Monitors exclusion rates across the Trust	Monitors the number of exclusions in schools and holds leaders to account where exclusions appear high	Hears appeals from parents regarding exclusions LAB develops its own exclusions policy (normally within the school's behaviour policy)	It is the headteacher's decision to exclude – in their absence they can delegate this to another member of SLT but SLT should endeavour to get the head's approval
Other school policies	All	No role	The executive will ensure that each school is compliant regarding the policies that it requires	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	Headteacher to check with CEO re status of individual polices, in house/Trust-wide. Headteacher to draft school only policies for LAB approval – ensuring all policies are reviewed in a timely manner (at least annually for health and safety and safeguarding).

Emergency closures e.g. due to snow / flooding	Semi-supported and priority	No role	Authorise emergency closures of schools beyond 1 day Report closures of more than 1 day to the School Effectiveness Committee	Chair of LAB to liaise with headteacher regarding emergency closures	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
Emergency closures e.g. due to snow / flooding	Self-sustaining	No role	No role	Chair of LAB to liaise with headteacher regarding emergency closures	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.
Website compliance	All	Receives reports from the executive on compliance	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	LABs should check that school's website on a termly basis to ensure it is meeting requirements	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
Pupil Premium and Sports Premium	All	Receive reports from the Finance Director regarding the spending of Pupils Premium and Sports Premium	CFOO 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, in conjunction with the CSEO	Request reports from school leaders on the effectiveness of the funding ad ensure the website is compliant	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

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.	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 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
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 considers appropriate; or	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	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 involves payment in excess of £2,500 The Headteacher will provide such further information and

		• 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		assistance as the CEO may need in order to make a decision concerning the arrangement

ASSET MANAGEMENT					
RESPONSIBILITY	**School group**	**Board of Directors**	**Executive**	**Local Academy Board**	**Headteacher**
Negotiation and renegotiation of contracts *(NB read in conjunction with above section relating to purchasing)*	All		The CEO will delegate to the CFOO the work to finalise the terms of any significant contracts that may have a material impact on a school or the wider MAT family	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 CFOO re any contracts / licenses with outside agencies to rent space within the building (not lettings)	The Headteacher is to notify the CFOO 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 executive may reasonably require in connection with the negotiations or renegotiations
HP, leasing, services and other agreements.	All		The CEO will delegate to the CFOO 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 CFOO 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 executive may reasonably require in connection with entering into, variation or termination of any such agreement

Inventory	All		CFOO to review each school's inventory on an annual basis	Ensure that the school maintains an accurate inventory	Maintain an inventory of assets held in school (items that were in excess of £250 per item on purchase)
Disposal of assets (non-land and buildings.)	All	Authorise disposal of assets over £25k 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	CFOO to approve disposal between £5k and £10K CFOO 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 CFOO up to £25k to the Finance and Resources Committee.	Receive reports from the headteacher of items to remove from the inventory before disposal	The Headteacher may authorise any disposals that are either: 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 the CFOO any disposals that are between the value of £5k and £10k
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	The executive will advise the board on the disposal of land and buildings	No role	No role

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 CFOO, in conjunction with the CEO, and the Headteacher will work together to prepare and present an annual Premises Maintenance Programme to the Finance and Resources Committee	LAB governors to ensure that the proposals put in place by the headteacher meet the requirements from their premises reviews	The Headteacher will provide such assistance as the executive 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 Local Academy Board will act on any instructions received from the Board of Directors and/or the CEO	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. Headteachers should only use the services of Anthony Collins Solicitors unless prior approval has been given by the executive
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	Ensure school has legally compliant H&S Policy (and submit this to the CFOO	Carry out the H&S statutory duties and report to the LAB

		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	annually) 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	termly