



BDMAT
Birmingham Diocesan
Multi-Academy Trust

Birmingham Diocesan Multi-Academy Trust

Scheme of Delegation

All schools

Version: 2nd October for implementation from 1st November



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 Chief Finance and Operations Officer (CFOO) / 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.

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, CSEO, CFOO);
- 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 Academies Financial 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; 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

Previously, BDMAT grouped its schools into one of three categories (priority, semi-supported and self-sustaining). From 1st November 2020 schools will be designated as 'priority' or 'semi-supported only'.

When a school converts and joins the MAT it will be allocated to the appropriate 'school group' (priority or semi-supported) 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:

Priority Schools - the board of directors directly appoints all the Governors, other than parent and staff representatives (in certain circumstances the LAB of priority schools may be withdrawn and replaced with an Executive Governing Body (see section below).

Semi-supported 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 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 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);
- Parents (max 2);
- 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; and
- 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.

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

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.	CSEO undertakes approval of school improvement plans.	LAB approve submission to the CSEO for final approval and then monitors implementation and impact.	Drafts.
		SEC receives reports from CSEO regarding effectiveness of school improvement plans.	CEO ensures LABs are undertaking their monitoring role effectively in regard to evaluating school improvement plans.		
		SEC ensures that executive are undertaking their monitoring role			

		effectively in regard to evaluating school improvement plans.			
Scheme of delegation	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.	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.	No role
		Sets terms of references for its own committees and that of LABs.		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.	
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.	Recommend new governors to the CEO for their approval.	No role
			In partnership with the Church of England, Birmingham Board of Education approve the appointment of all governors.	Chairs of LABs inform the CEO of any vacancies.	
			Makes recommendations to the Diocesan Board of Education for the	Chairs can recommend to the CEO the remove governors when they have not attended	

			appointment of governors to LABs.	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).	
			Responsibility of suspending LABs and replacing with an Executive Governing Body and appoint members to that board.		
			The CEO is delegated the responsibility to remove governors when recommended to do so by a chair of a LAB or where he has serious concerns regarding a		

			governors – for example, 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).		
Appoint Auditors	N/A	Board of Directors recommend auditors to Members, Members Appoint.	CFOO co-ordinates tendering process on behalf of Directors.	No role	No role
Statutory Audit Procedures	All	The MAT board of directors is responsible for approving the statutory accounts of the MAT and recommending	CFOO to prepare and approve the audit documentation and ensure 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

		them to the BDMAT members.			and the Finance and Resources / Audit Committee may from time to time require. Implement any actions identified by the auditors.
Other major strategic decisions; i.e. the restructure of the central MAT team, the taking on of another school into the MAT, the growth plan of the MAT School strategic decisions, e.g. changing the school's PAN, running /ceasing to run a school based nursery, establishment /cessation of a before/after school provision.	All	Directors will review any proposal put to it by the CEO and may: <ul style="list-style-type: none"> •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 and LAB. The CEO may decide to: <ul style="list-style-type: none"> • 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 / Finance and Resources Committee (as appropriate) for a decision. 	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.

FINANCE

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
All financial policies	All	Directors review and approve draft policies	Draft policies for approval by directors.	No role	No role
Budget	All	Main Board Review and approve budget recommended by the Finance and Resources Committee.	Responsible for the development of 3 year budget for the trust and all of its schools, working in consultation with LABs and Headteachers.	Review draft budget and recommend to Executive for submission and approval to Directors.	Work with School Finance Partner to prepare a 3 year budget for the school in accordance with BDMAT requirements and school improvement priorities. Taking advice and guidance from the CFOO / CSEO as required.
			Submit final budgets to Directors, via the Finance and Resources Committee for approval.		Recommend the budget to the LAB.
Allocation of funding within the Trust (including GAG)	All	Main Board Review and approve funding allocation recommended	Advise and recommend distribution of funding to the Directors via the	No role	No role

		by the Finance and Resources Committee.	Finance and Resources Committee.		
School in deficit or setting a deficit budget	All	Finance and Resources Committee Review and approve the deficit recover plan.	Recommend to Finance and Resources Committee that deficit recovery plan should be approved, and monitor progress against the plan.	Recommend deficit recovery plan to Executive.	Prepare deficit recovery plan with support from the CFOO and CSEO.
		Finance and Resources Committee monitor progress against the plan.		Review school's progress through termly reports from the headteacher.	Headteacher delivers the deficit recovery plan.
Budget Monitoring and delivery	All	Chair of the Trust receives monthly management accounts.	Ensure the production of monthly management accounts and review performance against budget, taking action where required to achieve the budget.	Supports the headteacher in delivering the agreed budget and receives regular management accounts from the CFOO / School Finance Partner.	Responsible for spending in line with the approved budget and agreeing any changes to individual forecasts with CFOO via School Finance Partners.
		Review termly budget monitoring reports for the trust and individual schools.	Present accounts to the Chair of the trust on a monthly basis and termly to the Finance and Resources Committee.	Chair of LAB (or their nominated representative) meets with Headteacher and School Finance Partner on a monthly basis to	Meets with School Finance Partner and Chair of LAB on a monthly basis to review published management accounts.

				review published management accounts.	
		Monthly accounts available to directors monthly to access.	<p>The Executive will take direct control of school finances where schools:</p> <ul style="list-style-type: none"> • Persistently bypass purchasing or appointment processes set out in the trust's policies; • Fail to follow correct tendering/value for money processes set out in the trust's policies; or • Forecast an overall negative variance against budget of greater than £5,000 without prior agreement from the CFOO. <p>Control will be returned to Headteachers once it can be demonstrated that financial control is embedded within the operations of the school.</p>		

		Finance and Resource and Full Board receive accounts at each Meeting.			
Use of reserves	All	Review and Approve business cases for submissions outside the delegated authority of the CEO.	CFOO Reviews business case and will either : <ul style="list-style-type: none"> • Approve; • Reject; • Ask for further work to be carried out; or • Recommend to CEO/Directors where the request is outside of delegated financial powers. 	Reviews business case in line with the school's improvement plan.	Proposes business case to the LAB regarding use of reserves.
			CEO approves recommended business cases from CFOO up to delegated limits.	Recommends business plan to the CFOO.	
Capital budget	All	Review and approves annual 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) taking into account	Recommends capital requirements on estates and ICT to the Head of Operations and Head of ICT.	Headteachers to make recommendations to LAB on estates and ICT requirements, following discussions with the Head of Operations and Head of ICT.

			recommendations from LABs.		
		Monitor progress against 5 year capital programme.			
Writing off bad debts	All	Finance and Resources consider any writing off debts greater than £5k.	Approve writing off any pupil debts above £500.	Authorise up to £500 for individual debts. Recommend debts above £500 to the CFOO for consideration of writing off.	Recommend writing off individual pupil debt e.g. school, trips and lunches, up to £500 per pupil.
			Executive to write off any debts up to £5k. Above 5k to be recommend to the Finance and Resources Committee 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).
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:	The CEO will assess any proposal put forward by the Headteacher. The CEO may decide to:	LAB to recommend proposals to expand / reduce any existing	The Headteacher is to agree with the LAB and notify the CEO of any proposal to expand /

		<ul style="list-style-type: none"> • approve the proposal as submitted to it; or • approve the proposal subject to any amendments it considers appropriate; or • reject the proposal. 	<ul style="list-style-type: none"> • 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. 	facilities at the school to CEO.	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	<p>Directors will review any proposal put to it by the CEO and may:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to it; or • approve the proposal subject to any amendments it 	<p>The CEO will assess any proposal put forward by the Headteacher.</p> <p>The CEO may decide to:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to the CEO; 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.

		considers appropriate; or • reject the proposal.	<ul style="list-style-type: none"> • approve the proposal subject to any amendments the CEO considers appropriate; or • reject the proposal; or Refer the proposal to the School Effectiveness Committee for a decision.		
					The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the proposal.
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	No role	No role
Whistle blowing policy	All	Approve policy and receive reports of any incidents of whistle blowing.	Executive recommends policy to the board.	LAB to ensure the whistleblowing policy is being promoted to all staff.	To bring the whistleblowing policy to the attention of all staff on induction and annually.

Risk Management	All	Review key risks and measures implemented to mitigate.	Ensure that a trust level risk register is in place. Identify and implement measures to mitigate the risks identified.	LAB to review the school's risk register on a termly basis or sooner if required and receive reports from the headteacher.	Ensure that a school level risk register is in place which is fit for purpose.
		Receive reports from the CFOO at each meeting of the Finance and Resources Committee and Full Board regarding new risks and those which have been escalated to 'red'.	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'.	Following the termly review by the LAB, the risk register should be submitted termly to the executive team.	Headteachers should report on risk to the LAB on a termly basis.
		All directors to be issued with the risk register on a termly basis.	All directors to be issued with the risk register via Governor Hub.		
			Exec to meet termly to review School level risk registers.		
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.	Ensures that all central staff receive appropriate appraisal and remuneration.	LAB chair of governors supports the CEO / CSEO 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 school PM / appraisal policy and report outcomes of these to the LAB. Following these reviews the headteacher makes recommendations to the LAB regarding any salary increases.
			Set the pay ranges of Headteachers at each school and approves pay increments.	To receive an annual report from the headteacher regarding the implementation of the school's PM/ appraisal systems.	Implements the MAT wide Pay Policy.
		Performance management of CEO and remuneration package Directors act as the Pay Body for the whole-trust, although this function is	The CEO and CSEO performance manage all headteachers, in consultation with the LAB chair of governors and report on the	To receive pay recommendations and approve these for all staff, with the exception of the headteacher.	Reviews the school's Performance Management / appraisal policies and makes recommendations for amendments to the LAB.

		delegated to each school LAB to undertake for their staff.	appraisal process to the board of directors.		
			Review any amendments to school level Performance Management / appraisal polices presented by LABs.	Review any amendments to school level Performance Management / appraisal polices presented by the headteacher and refer these to the CEO for final approval.	
			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.		
Senior Leadership Team appointments	All	The board will be informed of the appointment of senior leaders in all Schools.	The CEO, in consultation with the LAB will appoint headteachers.	The LAB will have representation on the appointment board for SLT appointments,	The Headteacher is to notify the CEO as soon as the headteacher

				including the appointment of headteachers.	becomes aware of any potential vacancy in the Senior Leadership Team. The Headteacher will then lead the process jointly with the CEO.
			The executive and the Headteacher will lead jointly on the process for filling any vacancies in the Senior Leadership Team.	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.	
			If there is any dispute between the two the views of the CEO and the LAB the views of the CEO will prevail.		
Teacher/ Support Staff Appointments	Priority and semi-supported	No role	CFOO to lead in the appointment of site supervisors and catering leads (e.g. catering managers / cooks).	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	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 in line with the MAT recruitment policy.

				than the school admin lead where it is desirable.	
			CFOO to be involved in the appointment of admin leads in schools In priority schools, the CFOO will be a member of the recruitment panel for the appointment of admin leads.		CFOO and HR Officer to be informed and to approve all planned appointments before recruitment commences.
					In priority schools, the CEO / or CSEO should be invited to sit on the recruitment panel for all teaching and leadership posts in the school.
External Education Consultant Appointments	All	No role	Decisions concerning the appointment of external consultants will lie with the CSEO.	LAB to make representation to the CSEO where they feel additional consultancy support is required in order to support leadership within the school. The LAB to inform the CSEO if they feel this support is not effective.	The Headteacher to make recommendations to the CSEO for the need of external consultant services.

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 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.
		The Board of Directors will consider any representations made by the CEO, the Headteacher and/or the Local Academy Board.			
Redundancies	All	Decisions concerning the making of any redundancies will lie with the Board of Directors.	The CEO is to review any redundancy proposals the CEO may receive from the Headteacher.	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 Headteacher is to notify the LAB as soon as possible after becoming aware that one or more redundancies may be necessary.
		The Board of Directors will consider any representations made by the CEO, the Headteacher and/or the	The CEO may initiate a review if the CEO believes there is a need to do so.	The CEO may attend and take part in the consultation if the CEO considers this appropriate.	The Headteacher will provide such ongoing assistance the executive may require in

		Local Academy Board.			considering any redundancy proposals.
Dismissals (including as a result of failure of probationary period)	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 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.	The Headteacher should follow the procedures set out within the policy where a decision has been identified to potentially dismiss (e.g. disciplinary, probationary).
		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.	Dismissal hearings of senior leaders, excluding headteachers will be heard by two governors and a member of the executive, normally the CEO.	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.
				Dismissal hearings of headteachers will be	The Headteacher will provide such ongoing

				heard by the chair of governors and a member of the executive, normally the CEO and a non-executive director.	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 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 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 Chair of the Board of Directors will deal with any disciplinary / capability issues related to the CEO.	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		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).

			commences or during the process.		
			<p>Subject as noted below, the CEO is to notify the Board of Directors:</p> <ul style="list-style-type: none"> • 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. 		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	The CEO is to inform the Board of Directors of any safeguarding issues raised in respect of any member of staff.	LABs are responsible for ensuring that their safeguarding policy is reviewed at least annually and meets national requirements and the requirements of their local Children's Safeguarding Board.	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.

		staff.			
		Full board to receive termly reports regarding safeguarding provision within its schools.	CEO to ensure that safeguarding procedures within the schools and centrally meet all national and local requirements.	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 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	All	The School Effectiveness Committee will termly	The CEO should ensure	Ensure that the headteacher receives	The Headteacher is to include in the school

Development (CPD)		review the impact of MAT wide CPD programmes in improving the quality of teaching and learning and overall provision within schools.	that CPD is provided for individual governors and the LAB collectively.	regular CPD and liaise with the CEO where it is felt additional support is required which they cannot access.	improvement plan appropriate proposals for CPD.
			The CSEO to 'sign-off' each school's planned spending for CPD for the year.	The chair of the LAB should ensure that CPD is provided for individual governors and the LAB collectively.	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 to submit their planned CPD programme and associated costs for the year to the CSEO.
Continuous Professional Development (CPD) INSET days	Semi-supported	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.
					1 of 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.
					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.	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.
			CEO to authorise additional INSET days, ensuring that the training days link to the school's improvement plan.		
Headteacher illness	N/A	No role	The CEO will monitor and manage the headteacher's absences in line with the school's own Absence Monitoring Policy.	No role	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.
Staff illness (non headteacher)	All	Staff absence rates to be presented termly to the Finance and Resources Committee.	The CFOO to delegate to the HR Officer to ensure that school leaders are administering their Staff Absence Monitoring policies and complying with their requirements.	LAB to monitor staff absence through the termly headteacher reports to LAB and ensure that the headteacher is following their policy.	The headteacher should administer the school's Staff Absence Monitoring Policy and meet the required timescales as set out within the policy.

					The headteacher should bring to the attention of the CFOO via the BDMAT HR Officer when staff meet certain triggers as specified within their policy.
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EDUCATION

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
School Improvement Plan (including curriculum and standards)	All	The School Effectiveness Committee to receive reports from the CSEO regarding the implementation and impact of each School Improvement Plan.	The CSEO is to summarise and present School Improvement Plans to the School Effectiveness Committee.	The Local Academy Board will receive termly reports on progress toward priorities in the School Improvement Plan from the headteacher and to report significant slippages in the proposed plans to the CSEO.	The Headteacher is to draw up an annual draft School Improvement Plan in conjunction with the CSEO to improve the school and also supports the delivery of BDMAT's strategic aims.
			The CSEO is to monitor delivery of the School Improvement Programme on a termly		The Headteacher is to ensure the on-going monitoring of the SIP and report this progress

			basis or at such other intervals as the School Effectiveness Committee may from time to time determine, with resultant intervention if necessary.		to the CSEO on a termly report.
School Hours and term dates	All	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.
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.	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.	Headteacher follows the admission criteria set by the LAB.
		The board will decide upon the pupil admission number in each school.		LABs can admit up to their PAN – above this admission number 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.	
Exclusions	All	Monitors exclusion rates across the Trust.	CSEO monitors the number of exclusions in schools and holds leaders to account where exclusions appear high.	Hears appeals from parents regarding Exclusions.	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. All assaults on members of staff should be reported to the CEO.
			To receive reports from headteachers on any assaults on staff.	LAB develops its own exclusions policy (normally within the school's behaviour policy).	
Other school policies	All	Receives report from the executive that all school policies are compliant.	The executive will ensure that each school is compliant regarding the policies that it requires.	The following policies remain the responsibility of the LAB: <ul style="list-style-type: none"> • Safeguarding • Health and Safety • Individual bespoke school based policies 	Headteacher to check with CEO re status of individual policies, in house/Trust-wide.

				(Curriculum polices/ ethos/ in house arrangements) •Policies that TUPEd across e.g. performance management. Please note this list is not exhaustive and LABs should refer to the BDMAT document regarding LAB responsibilities.	
					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 / water burst	All	No role	Authorise emergency closures of schools beyond 1 day.	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 continue close must be agreed by the CEO.
			Report closures of more than 1 day to the School Effectiveness Committee.		
Website compliance	All	Receives reports from the executive on compliance.	CSEO to ensure a central check of each school's website and CEO BDMAT's own website is undertaken annually and reported to the School Effectiveness Committee.	Headteacher to report to LABs on a termly basis to confirm that the school's website meets 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	School Effectiveness Committee receives reports from the CSEO regarding the spending of Pupils Premium and Sports Premium.	CSEO 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 CFOO.	Request reports from school leaders on the effectiveness of the funding and ensure the website is compliant termly.	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.

<p style="text-align: center;">Collaborations and partnering arrangements</p>	<p style="text-align: center;">All</p>	<p>The School Effectiveness Committee will review any proposal put to it by the CEO and may:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to it; or • approve the proposal subject to any amendments it considers appropriate; or • reject the proposal. 	<p>The CEO will assess any proposals put forward by the Headteacher. The CEO may decide to:</p> <ul style="list-style-type: none"> • 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. 	<p>Ensure that any collaboration or partnering arrangement with other schools offer 'value for money'.</p>	<p>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 £5,000.</p>
					<p>The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the arrangement.</p>

ASSET MANAGEMENT

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
<p>Negotiation and renegotiation of contracts including HP, leasing and other agreements etc</p> <p>(NB read in conjunction with above section relating to purchasing)</p>	All	CFOO to report to the Finance and Resources Committee on an annual basis of all contracts that BDMAT has engaged in.	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.	The Headteacher is to notify the CFOO of the school's intention to negotiate or renegotiate any external contracts, including for assets.
		Contracts outside of the budget and outside of the executive delegated authority to be brought to the attention of the Finance and Resources Committee for their approval.		LAB to consult with the CFOO re any contracts / licenses with outside agencies to rent space within the building (not lettings).	The Headteacher will take such action as the executive may reasonably require in connection with the negotiations or renegotiations.
		Directors can ask to be involved in the tendering of any contracts that			

		they do not have a pecuniary interest in.			
Inventory	All	Ensure the trust maintains an up to date inventory.	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.	Maintain an inventory of any stock items held at the school and conduct regular stock checks.
					Notify the central team of any additions or disposal of fixed assets.
					Ensure assets are appropriately and securely stored within school.
Disposal of assets (non-land and buildings)	All	Authorise disposal of assets over £25k.	CFOO to approve disposal between £1k and £10K.	Receive reports from the headteacher of items to remove from the inventory before Disposal.	The Headteacher may authorise any disposals that are : <ul style="list-style-type: none"> • related to assets with a market value of less than £1k (either as one item or in total)
		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).	CFOO will recommend to the CEO any disposals that are between £10k and £25k. The CEO can authorise at this level.		The Headteacher will recommend to the Head of Finance or Head of ICT any disposals that are between the value of £1k and £10k.

		Disposal above £25k to be delegated to the Finance and Resources Committee.	The CEO will report asset disposals received from the Headteacher and CFOO up to £25k to the Finance and Resources Committee. Items above £25k to be referred to the Finance and Resources Committee.		
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: <ul style="list-style-type: none"> •accept it as drawn; or •accept it with such modifications as it believes are 	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	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.

		appropriate; or •call for the Programme to be revisited and revised before further consideration is given to it.	Committee.		
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.	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.
			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 Headteacher will act on any instructions received from the Board of Directors and/or the CEO.
			The CEO will act on any instructions received from the Board.		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.
			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.		
Health and Safety	All	The Finance and Resources Committee to agree Health & Safety statement of intent and delegate to individual schools responsibilities to maintain their own H&S policy and adhere to it.	Ensure that all schools have a Health & Safety policy and that it is legally compliant (through use of external consultants initially).	Ensure school has legally compliant H&S Policy (and submit this to the CFOO annually) and carries out its statutory duties which have been delegated in full to the LAB by the MAT Board of Directors.	Carry out the H&S statutory duties and report to the LAB termly.
		Receive annual reports from the executive	Receive termly reports from LAB to ensure		Ensure electronic accident book is used to

		regarding schools' adherence of responsibilities.	statutory duties are being carried out.		record all accidents and safety incidents.
			Report to the Finance and Resources Committee annually on effectiveness of the schools' health and safety procedures.		Notify CEO of any incidence that is RIDDOR reportable to HSE or results in a hospital visit.