



BDMAT
Birmingham Diocesan
Multi-Academy Trust

Birmingham Diocesan Multi-Academy Trust

Scheme of Delegation

All schools

Version: 28th July 2021 for implementation from 1st November 2021



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 Director of Finance and Operations (DFO) / Director of School Improvement (DSI), 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, DFO, DSI);
- 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 (FRC); or
- its School Effectiveness Committee (SEC); or
- its Audit Committee (AC).

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

The Executive Team

A significant number of responsibilities under the Scheme of Delegation lie with the CEO. It is recognised that the CEO may choose to delegate some of their duties to the Director of School Improvement, Director of Finance and Operations and other staff in their team. The executive team currently comprises the Chief Executive Officer (CEO), Director of Finance and Operations and the Director of School Improvement. In the absence of the CEO the Director of School Improvement deputises for him.

School groups

From 1st September 2021 schools will be designated as 'priority', 'semi-supported or 'self-sustaining'.

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

- its latest Ofsted or SIAMS inspection report; and
- Birmingham DBE's own assessment of its historical performance and future prospects, undertaken through 'due diligence' before the school transfers into BDMAT;
- due diligence activities connected with a number of areas, including finance, undertaken before transfer into BDMAT.

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

- the 'make-up' of the Local Academy Board;

- the extent to which responsibilities are delegated to the school; and
- the funding arrangements.

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 - In certain circumstances the LAB of priority schools may be withdrawn and replaced with an Executive Governing Body (see section below).

Semi-supported and self-sustaining 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 / self-sustaining 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);
- 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: one member of will represent the interests of the staff (not a member of the senior leadership team of the school);
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 MAT has legal responsibilities to the DfE. It is expected to exercise a tight rein over schools in order to secure the required school improvement and good value for money and this is reflected in the Scheme of Delegation.

Working together as a family of schools

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

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

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

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

STRATEGIC DIRECTION

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
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	<p>Monitor performance of schools via KPIs.</p> <p>SEC receives reports from DSI regarding effectiveness of school improvement plans.</p> <p>SEC ensures that executive are undertaking their monitoring role effectively in regard to evaluating school improvement plans.</p>	<p>DSI undertakes approval of school improvement plans.</p> <p>CEO ensures LABs are undertaking their monitoring role effectively in regard to evaluating school improvement plans.</p>	LAB approve submission to the DSI for final approval and then monitors implementation and impact.	Drafts and delivers the plan as agreed.

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
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GOVERNANCE

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

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.	<p>Advises the directors on the appointment of the chairs of LABs.</p> <p>In partnership with the Church of England, Birmingham Board of Education approve the appointment of all governors.</p> <p>Makes recommendations to the Diocesan Board of Education for the appointment of foundation governors to LABs.</p> <p>Responsibility of suspending LABs and replacing with an Executive Governing Body and appoint members to that board.</p>	<p>Recommend new governors to the CEO for their approval.</p> <p>Chairs of LABs inform the CEO of any vacancies</p> <p>Chairs can recommend to the CEO the remove governors when they have not attended without accepting apologies for the last six months; and / or when they have breached the BDMAT governor code of conduct; where they have / could have brought the school or MAT into disrepute as a result of their words or actions either in school or outside of school; and / or when they have broken confidentiality (with the exception of whistleblowing).</p>	No role

			<p>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).</p>		
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Appointment (and removal) of chairs and vice-chairs of local academy boards	All	Agrees or rejects the recommendation of the CEO for chairs of LABs	CEO makes recommendations to the BDMAT board of directors for the appointment of chairs of LABs	No role in the appointment of chairs. Annually appoints from within its ranks a governor to serve as vice-chair for the following year	No role
Appoint Auditors	N/A	Board of Directors recommend auditors to Members, Members Appoint.	DFO co-ordinates tendering process on behalf of Directors at least every five years.	No role	No role
Scheme of delegation	N/A	Approves the scheme of delegation on an annual basis	Drafts the scheme of delegation for director approval and reviews on at least an annual basis (or more frequently if an urgent change if required) and proposes amendments to the directors	Consulted before fundamental revisions are made	Consulted before fundamental revisions are made
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.	DFO 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 DFO and the Finance and

					Resources / Audit Committee may from time to time require. Implement any actions identified by the auditors.
<p>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.</p>	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 considers appropriate; or •reject the proposal. 	<p>The CEO will assess any proposal put forward by the Headteacher and LAB.</p> <p>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 / Finance and Resources Committee (as appropriate) for a decision. 	<p>The LAB will make its views known to the CEO regarding any major strategic decisions the MAT is considering through a formal consultation period.</p> <p>The LAB will refer to the CEO any major strategic decisions the school is considering.</p>	<p>The Headteacher is to notify the CEO of any proposal of a major strategic nature.</p> <p>The Headteacher will provide such further information and assistance as the CEO may need in order to make a decision concerning the proposal.</p>

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

		Meeting.	<p>The Executive has the authority to 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 DFO. <p>Control will be returned to Headteachers once it can be demonstrated that financial control is embedded within the operations of the school.</p>	review published management accounts.	
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Use of reserves	All	Review and Approve business cases for submissions outside the delegated authority of the CEO.	<p>DFO Reviews business case and will either:</p> <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. <p>CEO approves recommended business cases from DFO up to delegated limits.</p>	<p>Reviews business case in line with the school's improvement plan.</p> <p>Recommends business plan to the DFO.</p>	Proposes business case to the LAB regarding use of the MATs reserves.
Capital budget	All	<p>Review and approves annual capital programme.</p> <p>Monitor progress against 5 year capital programme.</p>	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 recommendations from Head of Operations and Head of ICT.	No role	Headteachers to make recommendations to the Head of Operations and Head of ICT on estates and ICT requirements

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 DFO approves all appointments.	Authorise up to £500 for parental debts. Recommend debts above £500 from parents or other debts to the DFO for consideration of writing off.	Recommend writing off individual parent debt e.g. school, trips and lunches, up to £500 per pupil.
School staff appointments (with the exception of headteachers)	All		DFO/DSI or their representative 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 or 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	LAB to be consulted by the headteacher and CEO to expand / reduce / take on new facilities	The Headteacher is to consult with the LAB and apply to the CEO with any proposal to expand / reduce any existing / take on new facilities at the school. The Headteacher will provide such further information and assistance as the CEO

			<ul style="list-style-type: none"> • reject the proposal; or • refer the proposal to the School Effectiveness Committee for a decision and / or Finance and Resources Committee. 		may need in order to make a decision concerning the proposal.
Severance, compensation and ex gratia payments in settlement agreements	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. Executive reviews the policy in line with the policy review timetable	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. Receive reports from the DFO at each meeting of the Finance and Resources Committee	Ensure that a trust level risk register is in place. Identify and implement measures to mitigate the risks identified. Issue reports from the DFO to each meeting of the Finance and	LAB to review the school's risk register on a termly basis or sooner if required and receive reports from the headteacher. Following the termly review by the LAB, the risk register should be	Ensure that a school level risk register is in place which is fit for purpose. Headteachers should report on risk to the LAB on a termly basis.

		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 vi Governor Hub.	Resources Committee and Full Board regarding new risks and those which have been escalated to 'red'. Exec to meet termly to review School level risk registers.	submitted termly to the executive team.	
Insurance	All	Ensure appropriate insurance arrangements are in place.	DFO to procure appropriate insurance for the Trust.	Alert the DFO 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.
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 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.

			<p>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.</p> <p>The CEO will act on any instructions received from the Board.</p>		<p>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.</p>
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HUMAN RESOURCES

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
Pay and performance management	All	<p>Approval of whole Trust Pay Policy, pay scales and benefits.</p> <p>Performance management of CEO and remuneration package.</p> <p>Trustees act as the Pay Body for the whole trust, although this function is delegated to each school LAB to undertake for their staff.</p>	<p>Ensures that all BDMAT Central Team staff receive appropriate appraisal and remuneration.</p> <p>The CEO or his representative performance manages all headteachers, in consultation with the LAB chair of governors and report on the appraisal process to the board of directors.</p> <p>Sets the pay ranges of Headteachers at each school</p>	<p>LAB chair of governors supports the CEO / DSI in the annual appraisal of the headteacher. To receive an annual report from the headteacher regarding the implementation of the BDMAT Performance Management Policy</p>	<p>Ensures that appraisals are undertaken in accordance with the BDMAT Performance Management Policy</p> <p>Undertakes reviews of applications from staff wishing to go through the pay threshold and reviews their performance after 2 and four years for further pay increases.</p> <p>Informs the Head of Finance of any pay awards liked to threshold.</p>

					Report annually to the LAB that the BDMAT Performance Management Policy has been implemented correctly
Senior Leadership Team appointments	All	The board will be informed of the Appointment and resignations of senior leaders in all schools.	<p>The CEO, in consultation with the LAB will appoint headteachers.</p> <p>The executive and the Headteacher will lead jointly on the process for filling any vacancies in the Senior Leadership Team.</p> <p>If there is any dispute between the two the views of the CEO and the LAB the views of the CEO will prevail.</p>	<p>The LAB will have representation on the appointment board for SLT appointments, including the appointment of headteachers.</p> <p>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.</p>	<p>The Headteacher is to notify the CEO as soon as the headteacher becomes aware of any potential vacancy in the Senior Leadership Team (deputy and assistant head positions).</p> <p>The Headteacher will then lead the process jointly with the CEO for deputy headteacher posts. For Assistant Headteacher posts the headteacher and DSI will jointly lead the process</p>
Teacher/ Support Staff Appointments	Priority and semi-supported	No role	DFO or their representative to lead in	The Chair of the LAB will nominate a rep from	The Headteacher will lead the process for filling teacher vacancies

			<p>the appointment of site supervisors</p> <p>DFO or their representative to be involved in the appointment of admin leads in schools</p> <p>In priority schools, the DFO or their representative may be a member of the recruitment panel for the appointment of admin leads.</p>	<p>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.</p>	<p>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.</p> <p>DFO and HR Officer to be informed and to approve all planned appointments before recruitment commences.</p> <p>In priority schools, the CEO / or DSI should be invited to sit on the recruitment panel for all teaching and leadership posts in the school.</p>
<p>External Education Consultant Appointments</p>	All	No role	<p>Decisions concerning the appointment of external consultants will lie with the DSI.</p>	<p>LAB to make representation to the DSI where they feel additional consultancy support is required in order to support leadership within the school. The LAB to</p>	<p>The Headteacher to make recommendations to the DSI for the need of external education consultant services.</p>

				inform the DSI if they feel this support is not effective.	
Terms of Employment	All	<p>Decisions concerning any change to the terms of employment will lie with the Board of Directors.</p> <p>The Board of Directors will consider any representations made by the CEO, the Headteacher and/or the Local Academy Board.</p>	<p>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.</p>	<p>The Local Academy Board is to be consulted in connection with any proposed change to terms of employment.</p>	<p>To consult the Headteacher on any proposed change to terms of employment.</p>
Restructuring	All	<p>Decisions concerning the making of any redundancies as a result of restructuring will lie with the Board of Directors.</p>	<p>The CEO is to review any restructuring proposals</p> <p>The CEO may attend and take part in the consultation if the CEO considers this appropriate. The CEO may initiate a review if the CEO believes there is a need to do so.</p>	<p>The Local Academy Board is to review and recommend any restructuring to the executive</p>	<p>The Headteacher is to notify the LAB as soon as possible after becoming aware that restructuring may be necessary.</p> <p>The headteacher will run the consultation on behalf of BDMAT in line with BDMAT policies.</p> <p>The Headteacher will provide such ongoing</p>

					assistance the executive may require in considering any restructuring proposals.
Dismissals (including as a result of failure of probationary period)	All	<p>3 directors will participate in dismissal hearings for headteachers only.</p> <p>Directors will receive reports from the executive regarding any dismissals that have taken place.</p>	<p>The CEO is to be consulted on all potential dismissals.</p> <p>The executive will participate in dismissal hearings for all senior leaders and headteachers.</p>	<p>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 hearing governors from other BDMAT schools may be seconded on to the committee to hear the case and / or members of the executive.</p>	<p>The Headteacher should follow the procedures set out within the policy where a decision has been identified to potentially dismiss (e.g. disciplinary / probationary).</p> <p>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.</p>
Disciplinary and Capability Measures	All	<p>Disciplinary and capability issues related to headteachers and senior leaders in schools will be brought to</p>	<p>The CEO will follow the BDMAT Disciplinary Policy / BDMAT Capability Policy for any BDMAT Central Team staff, headteachers and</p>	<p>The Local Academy Board Chair should report any disciplinary / capability issues regarding the headteacher directly to the CEO.</p>	<p>The Headteacher is to notify the CEO as soon as possible after becoming aware of any circumstances that may merit the imposition of</p>

		<p>the attention of directors for their oversight to ensure procedures have been correctly followed.</p> <p>The Chair of the Board of Directors will lead on any disciplinary / capability issues related to the CEO following the procedures within the correct BDMAT policy.</p>	<p>members of the executive.</p> <p>The CEO is delegated the responsibility to suspend headteachers BDMAT Central Team staff and members of the executive where it is felt that this is necessary, either before a disciplinary investigation commences or during the process.</p> <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 		<p>disciplinary and/or capability measures.</p> <p>The headteacher should follow these BDMAT policies accordingly.</p> <p>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. Suspension should only be undertaken in exceptional circumstances such as to ensure a fair investigation can take place and / or to protect staff / pupils' safety (including the member of staff being investigated)</p>
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			measure is or may be the appropriate course of action.		The CEO should be informed of any suspension immediately.
Safeguarding	All	<p>Board to approve an annual model safeguarding policy to schools and members of the BDMAT Central Team</p> <p>Full board to receive termly reports regarding safeguarding provision within its schools.</p>	<p>The CEO is to inform the Board of Directors of any safeguarding issues raised in respect of any member of staff.</p> <p>CEO to ensure that safeguarding procedures within the schools and centrally meet all national and local requirements and that a policy is in place for these staff.</p> <p>The CEO is to ensure the LADO, Chair of BDMAT and Head of School Support are notified immediately of any safeguarding issues or concerns relating to headteachers, directors, members, BDMAT Central Team staff.</p>	<p>LABs are responsible for ensuring that their safeguarding policy follows the BDMAT model policy and is reviewed at least annually and meets national requirements and the requirements of their local Children's Safeguarding Board.</p> <p>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.</p>	<p>The Headteacher is to ensure the LADO, Head of School Support and chair of LAB are notified immediately of any safeguarding issues or concerns relating to staff.</p> <p>The headteacher is delegated to day-to-day administration of safeguarding procedures in their school, ensuring that national, local and BDMAT safeguarding systems and procedures are implemented.</p> <p>Headteachers should ensure that there is a robust system in place for inducting all new staff and volunteers into</p>

					<p>the school's safeguarding systems.</p> <p>It is the headteacher's responsibility to ensure that checks are undertaken on all staff and certain volunteers that work in the school prior to their appointments including DBS checks and reference requests.</p>
<p>Continuous Professional Development (CPD)</p>	<p>All</p>	<p>The School Effectiveness Committee will termly review the impact of MAT wide CPD programmes in improving the quality of teaching and learning and overall provision within schools.</p>	<p>The CEO should ensure that CPD is provided for individual governors and the LAB collectively.</p> <p>The DSI to 'sign-off' each school's planned spending for CPD for the year.</p>	<p>Ensure that the headteacher receives regular CPD and liaise with the CEO where it is felt additional support is required which they cannot access.</p> <p>The chair of the LAB should ensure that CPD is provided for individual governors and the LAB collectively.</p>	<p>The Headteacher is to include in the school improvement plan appropriate proposals for CPD that match the school's budget. The headteacher to submit their planned CPD programme and associated costs for the year to the DSI.</p> <p>The Headteacher may spend that part of the school's budget for CPD in accordance with: the agreed SIP; and</p>

					any general guidelines from time to time notified by the executive
Continuous Professional Development (CPD) INSET days	Semi-supported and self-sustaining	No role	DSI 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. LAB agrees that requests for an additional INSET day can be made to the DSI.	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 DSI 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 (schools will be informed several months before the end of the summer term of any planned MAT / Hub wide INSET days). 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 DSI 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.	DSI 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. LAB agrees that requests for additional INSET days can be made to the DSI.	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 DSI 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 (schools will be informed several months before the end of the summer term of any planned MAT / Hub wide INSET days).

					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 DSI following agreement from the LAB.
Headteacher illness	N/A	No role	The CEO will monitor and manage the headteacher's absences in line with the BDMAT Staff Absence Policy in consultation with the chair of LAB.	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 updated in line with the BDMAT Staff Absence policy during the absence.
Staff illness (non headteacher)	All	Staff absence rates to be presented termly to the Finance and Resources Committee.	The DFO to delegate to the BDMAT HR Officer to ensure that school leaders are administering the	LAB to monitor staff absence through the termly headteacher reports to LAB and ensure	The headteacher should administer the BDMAT Staff Absence Policy and meet the required

			<p>BDMAT Staff Absence Policy and complying with the requirements.</p>	<p>that the headteacher is following the policy.</p>	<p>timescales as set out within the policy.</p> <p>The headteacher should bring to the attention of the BDMAT HR Officer when staff meet certain triggers as specified within the policy.</p> <p>All absence to be recorded in EveryHR portal in a timely manner</p>
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EDUCATION

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
School Improvement Plan	All	The School Effectiveness Committee to receive reports from the DSI regarding the implementation and impact of each School Improvement Plan.	<p>The DSI is to report on the appropriateness of each school's School Improvement Plan to the School Effectiveness Committee</p> <p>The DSI 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.</p>	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 DSI.	<p>The Headteacher is to draw up an annual draft School Improvement Plan in consultation with the DSI / BDMAT Secondary Advisor to improve the school and also supports the delivery of BDMAT's strategic aims.</p> <p>The Headteacher is to ensure the on-going monitoring of the SIP and report this progress to the DSI and LAB on a termly report.</p>
Curriculum	Semi-supported and self-sustaining	School Effectiveness Committee receives reassurances from the executive that the	Ensures that the curriculum in all our schools meets the requirements of the	Ensures that the curriculum reflects the needs of its community and in our church	Sets the curriculum for their school, ensuring that requirements of the National Curriculum are

		curriculum in each school meets legal requirements	National Curriculum and that the curriculum is ambitious, knowledge rich, progressive and broad and balanced	schools that our Christian values run through, and it supports the doctrine of the Church of England	met and that the curriculum is ambitious, knowledge rich, progressive and broad and balanced
Curriculum	Priority	School Effectiveness Committee informed of priority schools not meeting requirements and the plans to rectify the issues	Where the curriculum in a priority school does not meet legal requirements and / or is not ambitious, knowledge rich, progressive and broad and balanced the executive team can direct school leaders to adopt alternative plans directed by the executive	Ensures that the curriculum reflects the needs of its community and in our church schools that our Christian values run through, and it supports the doctrine of the Church of England	In collaboration sets the curriculum for their school, ensuring that requirements of the National Curriculum are met and that the curriculum is ambitious, knowledge rich, progressive and broad and balanced.
Teaching and learning (pedagogy)	Semi-supported and self-sustaining	Sets the strategic direction for teaching and learning in all BDMAT schools through the BDMAT School Improvement Strategy (part of the BDMAT Strategic Plan)	Supports leaders in schools in developing and improving teaching in their schools through the BDMAT School Improvement Strategy (part of the BDMAT Strategic Plan)	Receives termly updates on the effectiveness of teaching and learning in the school and refers any concerns to members of the BDMAT Executive Team	Ensures that effective pedagogy is in place that leads to high standards of achievement. Leaders monitor the effectiveness of teaching and learning and summarise strengths and areas for development in the

					school evaluation summary
Teaching and learning (pedagogy)	Priority	School Effectiveness Committee informed of the priority schools where there are concerns regarding the effectiveness of teaching and learning and the remedial actions the BDMAT Executive Team are taking	Supports leaders in schools in developing and improving teaching in their schools through the BDMAT School Improvement Strategy (part of the BDMAT Strategic Plan). Where there are concerns that a priority school's teaching and learning is not effective, they can direct school leaders in how to improve teaching and learning Reports concerns regarding teaching and learning in priority schools to the School Effectiveness Committee	Receives termly updates in the effectiveness of teaching and learning in the school and refers any concerns to members of the BDMAT Executive Team	Ensures that effective pedagogy is in place that leads to high standards of achievement. Leaders monitor the effectiveness of teaching and learning and summarise strengths and areas for development in the school evaluation summary Implements the directions of the BDMAT Executive Team when the executive deems that the teaching and learning is not effective
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.

<p style="text-align: center;">Admissions, Appeals Policies.</p>	<p style="text-align: center;">All</p>	<p>The Board of Directors will approve all such admissions criteria and policies and any amendments to them. The board is the admissions body', but delegates the day-to-day running of this to LABs.</p> <p>The board will decide upon the pupil admission number in each school.</p>	<p>Makes the final decision regarding applications for EHCP pupils or Looked After Pupils where the LAB was planning not to admit.</p>	<p>The LAB will recommend its own over subscription criteria to the board of directors for their consideration</p> <p>LABs can admit up to their PAN – above this admission number must be communicated to the CEO for approval.</p> <p>Any EHCP or Looked After Pupils that LABs are proposing not to admit must be referred to CEO for a final decision.</p> <p>The LAB will advise the board of directors when a change of Pupil Admission Number may be required.</p> <p>To have in place a system for hearing appeals (unless prior</p>	<p>Headteacher administers the BDMAT model admissions policy and the agreed over subscription criteria</p>
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				agreement has been made with the CEO the appeals process will be undertaken by the Diocesan Education Team)	
Exclusions	All	Monitors exclusion rates across the Trust.	CEO monitors the number of exclusions in schools and holds leaders to account where exclusions appear high. CEO receives reports from headteachers on any assaults on staff.	Hears appeals from parents regarding Exclusions. LAB develops its own exclusions policy (normally within the school's behaviour policy) that meets current DfE requirements.	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.
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 (using the model policies written by the Head of School Support) •Health and Safety •Individual bespoke school-based policies e.g. curriculum polices/ ethos/ in house 	Headteacher to check with the Head of School Support 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

				<p>arrangements</p> <ul style="list-style-type: none"> •Policies that TUPEd across and still in place <p>Please note this list is not exhaustive and LABs should refer to the BDMAT document regarding LAB responsibilities.</p>	and safety and safeguarding).
<p>Emergency closures e.g. due to snow / Flooding / water burst</p>	All	Chair of the board of trustees informed of closures beyond one day	<p>Authorise emergency closures of schools beyond 1 day.</p> <p>Report closures of more than 1 day to Chair of the board of trustees</p>	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 closure must be agreed by the CEO.
<p>Website compliance</p>	All	Receives reports from the executive on compliance.	CEO to request that the Head of School Support ensures a central check of each school's website and BDMAT's own website is undertaken termly and issues reported to the	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 Head of School Support in a timely manner.

			School Effectiveness Committee.		
Pupil Premium, Sports Premium and Catch-up Premium	All	School Effectiveness Committee receives reports from the DSI regarding the spending of Pupils Premium, Sports Premium and Catch-up Premium.	DSI to issue an annual report to directors regarding the spend within BDMAT on Pupil Premium, Sports Premium and Catch-up Premium with reassurances that it has been spent in accordance to the restricted grant funds, in conjunction with the DFO.	Request reports from school leaders on the effectiveness of the funding and ensures the website is compliant termly. Has a governor who has responsibility for premium funding	Ensure that Pupil Premium, Sports Premium and Catch-up Premium are 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	All	The School Effectiveness Committee 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 	The CEO will assess any proposals put forward by the Headteacher. 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; 	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 £5,000. The Headteacher will provide

		<ul style="list-style-type: none"> • reject the proposal. 	<p>or</p> <ul style="list-style-type: none"> • reject the proposal; or • refer the proposal to the School Effectiveness Committee for a decision. 		<p>such further information and assistance as the CEO may need in order to make a decision concerning the arrangement.</p>
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ASSET AND ESTATES MANAGEMENT

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
Negotiation and renegotiation of contracts including HP, leasing and other agreements etc	All	<p>DFO to report to the Finance and Resources Committee on an annual basis of all significant contracts that BDMAT has engaged in.</p> <p>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.</p> <p>Directors can ask / be asked by the executive to be involved in the tendering of any contracts that they do</p>	<p>The CEO will delegate to the DFO negotiations on the terms of any significant contracts that may have a material impact on a school or the wider MAT.</p>	No role	<p>The Headteacher is to notify the Head of Finance of the school's intention to negotiate or renegotiate any external contracts, including for assets.</p> <p>The Headteacher will take such action as the executive may reasonably require in connection with the negotiations or renegotiations.</p>

		not have a pecuniary interest in.			
Inventory	All	No role	Head of Finance and Head of ICT to maintain fixed asset registers for the trust and its schools.	Ensure that the school maintains all assets within the school.	Maintain an inventory of any stock items held at the school and conduct regular stock checks. Ensure assets are appropriately and securely stored within school.
Disposal of assets (non-land and buildings)	All	<p>Authorise disposal of assets over £25k.</p> <p>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).</p> <p>Disposal above £25k to be delegated to the Finance and Resources Committee.</p>	<p>DFO to approve disposal between £1k and £10K.</p> <p>DFO will recommend to the CEO any disposals that are between £10k and £25k. The CEO can authorise at this level.</p> <p>The CEO will report asset disposals received from the Headteacher and DFO up to £25k to the Finance and Resources Committee. Items above £25k to be referred to</p>	No role	The Headteacher to propose the disposal of assets to the Director of Finance and Operations are their representative

			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 Handbook the ESFA must be consulted.	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 receive the Premises Maintenance Programme annually	The DFO, in conjunction with the Head of Operations will approve the BDMAT Premises Maintenance Programme on an annual basis and inform the Finance and Resources Committee,	No role	Headteachers will provide such assistance as the Head of Operations may require in connection with the preparation and presentation of the BDMAT Premises Maintenance Programme..
Health and Safety	All	The Finance and Resources Committee to carry out health and safety duties as set out in the BDMAT Operations Strategy	Ensure that all schools have a Health & Safety policy which is based on the BDMAT Health and Safety policy and that it is legally compliant	Carry out health and safety duties as set out in the BDMAT Operations Strategy	Carry out the H&S statutory duties as delegated to schools in the BDMAT Operations Strategy

		Receive reports from the executive regarding adherence of responsibilities.	Report to the Finance and Resources Committee at least annually on health and safety		Ensure electronic accident book is used to record all accidents and safety incidents. Notify CEO of any incidence that is RIDDOR reportable to HSE or results in a hospital visit.
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