



**BDMAT**  
Birmingham Diocesan  
Multi-Academy Trust

# Birmingham Diocesan Multi-Academy Trust

## Scheme of Delegation

**All schools**

For implementation from 1<sup>st</sup> November 2023



## Introduction

### Our Multi-Academy Trust

Birmingham Diocesan Multi-Academy Trust (BDMAT) provides an option for the family of Church schools and academies in the Birmingham Diocese to join a Multi academy Trust, meeting the requirements for governance for Church of England schools. BDMAT also welcomes non-Church of England schools that support our vision and values. BDMAT is committed to the provision of high-quality education.

BDMAT is run by an Executive under a Board of Trustees (referred to as Directors) and is accountable to the Department for Education (DfE) and agencies thereof. The Board of Directors is appointed by the Members of the Trust.

Each School within BDMAT has its own Local Academy Board (LAB) or in exceptional circumstances an Executive Governing Body (EGB). The Governors who serve on the LAB / EGB are formally appointed by the Board of Directors. They include both parent, staff and community representatives and in our church schools there will be church representatives.

### The way it works

Directors have overall legal responsibility for the operation of BDMAT and the schools within it – further details can be located in the BDMAT Governance Plan.

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')
- the Chief Executive Officer ('the CEO'), who is an executive member of the board of directors; and/or the Deputy Chief Executive Officer ( DCEO) / Director of Education (DOE )/ Director of People and Communications (DPC), who are executives but not members of the board of directors; and / or
- the Local Academy Board / Executive Governing Body and / or the Headteacher of individual schools.

At a Board meeting on 19<sup>th</sup> October 2023, Directors gave the power to the Chair of the Board to act on their behalf without calling a meeting under the following circumstances:

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

All schools are required to operate in accordance with BDMAT's policies and procedures, as well as demonstrating principles of good financial and estates management. Members, Directors, Governors and staff must comply with the latest version of the Academy Trust Handbook. BDMAT and its schools are subject to annual external and internal audit, as well as other assurance work as required by the BDMAT's Risk, Governance and Audit Committee. In the event that a school is designated as "high-risk" or where limited assurance on controls can be provided by internal audit then the school may be presented with a bespoke scheme of delegation that reduces the level of delegated responsibility in some or all areas.

## **The BDMAT Board of Directors**

Many of the Director's responsibilities fall within the remit of the Terms of Reference for the:

- Finance and Resources Committee (FRC)
- School Effectiveness Committee (SEC)
- Risk, Governance and Audit Committee (RGAC)
- Pay 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 Board of Directors will deal with the matter or delegate to a specific committee or establish an ad hoc group for this matter.

## **The BDMAT Executive Team**

The Executive Team comprises the Chief Executive Officer (CEO), the Deputy Chief Executive Officer (DCEO), Director of People and Communications (DPC) and the Director of Education (DOE). In the absence of the CEO the Deputy Chief Executive Officer (DCEO) deputises for them. The Director for Education (DOE) deputises for any education matters that require specialist knowledge beyond that of the Deputy CEO.

A significant number of responsibilities under the Scheme of Delegation reside with the CEO as Accounting Officer. The CEO may delegate some of these responsibilities to the Deputy CEO, Director of Education, Director of People and Communications and other staff in their teams.

## **The BDMAT Wider Leadership Team**

In addition to the BDMAT Executive Team, the following Heads of Department have a significant role within the organisation:

Head of School Support

Head of Finance

Head of Operations

Head of ICT

Head of Data and Business Intelligence

## **School Groups**

Schools are designated a specific category that designates the level of support the school required.

When a school joins BDMAT it will be allocated to the appropriate school group by the Executive Team based on:

- the latest Ofsted or SIAMS inspection reports
- Birmingham DBE's assessment of its historical performance and future prospects
- due diligence activities conducted by BDMAT undertaken before transfer into BDMAT.

The school 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
- the funding arrangements

The categories that will be used for schools are:

- Priority
- Supported
- Semi-supported
- Self-sustaining

When a school is designated as a 'priority' it can lead to:

- the Executive Team explicitly directing the senior leadership team, with reduced autonomy
- an increase in support and/or resources (either financial or staffing)
- increased scrutiny and monitoring of the school by the BDMAT Central Team
- replacing the LAB with an EGB (see below)

## **Reviewing the School Category**

The school category will be linked to the performance of the school in relation to a number of factors, including (but not exhaustive of):

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

- estates and health and safety

The allocation will be reviewed at least once a year by the Executive Team.

The CEO reserves the right to change the school group at any time. The board and the Local Academy Board will be informed of the CEO's decision.

## Local Academy Boards

Local Academy Boards are committees of the main BDMAT board.

The 'make-up' of the LAB 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). Alternatively, the LAB will remain in place with a separate scheme of delegation outlining its duties in comparison to the EGB's duties and responsibilities.

**Non-priority schools** - the Governors are appointed according to the supplementary funding agreement approved by the MAT Board.

The membership of, and delegations to, the LAB may be varied from the Scheme of Delegations where the school's performance changes. Typically, this will be to remove delegations where performance declines and reinstate those delegations where performance improves.

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 (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 Boards

The CEO may apply to the Board of Directors to redesignate a LAB as an Executive Governing Boards (EGB) where there are significant concerns regarding the performance of a priority school. On some occasions the LAB may continue as well as having an EGB in place – in these circumstances there will be a separate scheme of delegation for each of the bodies. The EGB will be chaired by a member of the Executive Team and will normally consist of the following:

- Chair: Member of the BDMAT Executive Team
- Ex-officio members: (the headteacher and the incumbent or representative of the Church of England)
- Parent representatives (max 2) (not required on the EGB if a LAB still remains in place alongside the EGB)
- Staffing: At least one member and no more than two, who will represent the interests of the staff (not members of the senior leadership team of the school) (not required on the EGB if a LAB still remains in place alongside the EGB)
- Additional governors as the CEO feels would best support the EGB, including, on occasions other members drawn from the BDMAT Board of Trustees and from outside the organisation (with or without voting rights)

The EGB will be a committee of the Board of Directors and has delegated power to direct and support the school. This may include withdrawing delegated responsibilities of the school leadership team and undertaking these duties as an EGB.

A separate scheme of delegation will be in place for each individual EGB to ensure that it meets the needs of that school.

## **Delegated functions**

This original Scheme of Delegation was adopted BDMAT at a Board Meeting held on 18th July 2017 and then formally ratified on 30th November 2017.

The Scheme of Delegation will be reviewed at least annually and/or whenever there is a significant legislative or regulatory change affecting the delegations by the Board of Directors and in consultation with the Executive Team, LABs and Headteachers. All changes will be approved at Board meetings with the date of the document version and effective date altered on the covering page. The most up-to-date Scheme of Delegation will be maintained on BDMAT's website at [www.BDMATschools.com](http://www.BDMATschools.com) .

**STRATEGIC DIRECTION**

<b>Aspect</b>	<b>School Group</b>	<b>Board of Directors</b>	<b>Executive</b>	<b>Local Academy Board</b>	<b>Headteacher</b>
<b>Development of the strategic plan for the Trust</b>	N/A	Approves the strategic direction of the Trust and monitors Implementation.	Recommends strategic direction and reports on implementation and impact.	Consulted via the LAB Network.	Consulted via Head Teacher Network meeting.
<b>Growth and new schools</b>	N/A	<p>Approval of the Trust's Growth Plan.</p> <p>Approval to conduct due diligence on proposed new schools.</p> <p>Approval to sign Memorandum of Understanding of transfer to the Trust.</p>	<p>Recommend the Trust's Growth Plan.</p> <p>Recommend due diligence process commences<sup>2</sup>.</p> <p>Recommend transfer of school/academy to the Trust.</p>	No role	No role
<b>Articles of Association</b>	N/A	Articles of association are amended by the 'members' but the directors can advise members.	No role	No role	No role



**LEGAL, GOVERNANCE AND RISK MANAGEMENT**

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
<b>Establishing the Governance Plan</b>	N/A	Writes the governance plan and receives reports from the executive on performance against this plan.  Sets terms of references for its own committees.  Establishes an instrument of government for each LAB which outlines the LAB's remit and the constitution of governors required.	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 within the Governance Plan (including BDMAT Governor Handbook).  LAB decides on the structure required to fulfil its role.  Self-reviews against terms of reference on an annual basis and submits this to the executive.	No role
<b>Appointment of chair and vice chair and chairs of committees of Trust</b>	N/A	Directors appoint the chair, vice chair and chairs of Committees on an annual basis.	No role	No role	No role
<b>Appointment (and removal) of directors</b>	N/A	Members appoint and remove directors.	No role	No role	No role

<p><b>Appointment (and removal) of governors of local academy boards</b></p>	<p>N/A</p>	<p>Directors appoint and remove Chairs of LABs and EGBs.</p> <p>Directors suspend LABs and establish EGBs.</p> <p>Directors appoint members to the EGB.</p>	<p>Recommends the appointment of the chairs of LABs to Directors.</p> <p>In partnership with the Church of England, Birmingham Board of Education the CEO approves the appointment of all governors.</p> <p>CEO recommends to the Diocesan Board of Education for the appointment of foundation governors to LABs.</p> <p>CEO to propose to the board the suspension of LABs, replacing them with an EGB.</p>	<p>Recommend new governors to the CEO.</p> <p>LABs have authority to remove governors in line with the Governance Plan (in particular, where there has been a breach of the Governor Code of Conduct).</p>	<p>No role</p>
<p><b>Appointment (and removal) of chairs and vice-chairs of local academy boards</b></p>	<p>N/A</p>	<p>Directors appoint and remove of Chairs of LABs and EGBs.</p>	<p>Recommends the appointment of Chairs of LABs to Directors.</p>	<p>No role.</p> <p>Annually appoints a governor to serve as Vice-chair for a one-year term.</p>	<p>No role</p>
<p><b>Appoint Auditors</b></p>	<p>N/A</p>	<p>Board of Directors recommend external auditors to Members.</p> <p>Members appoint external auditors.</p>	<p>Deputy CEO (DCEO) co-ordinates tendering process on behalf of Members.</p>	<p>No role</p>	<p>No role</p>

<b>Scheme of Delegation</b>	N/A	Approves the Scheme of Delegation on an annual basis.	Recommends the Scheme of Delegation at least annually (or more frequently if an urgent change is required).	Consulted on fundamental revisions to the Scheme of Delegation.	Consulted on fundamental revisions to the Scheme of Delegation.
<b>Statutory Audit Procedures</b>	N/A	Board of Directors approves the BDMAT's statutory accounts and recommends them to Members.	DCEO prepares and files all statutory accounts.  Executive implements the recommendations of the auditors.	Supports the implementation of recommendations from auditors.	The Headteacher is required to support statutory audit procedures as directed by the DCEO and the Finance and Resources or Risk, Governance and Audit Committees.  Supports the implementation of recommendations from auditors.
<b>Risk Management</b>	N/A	Approval of BDMAT risk management framework.  Scrutinise the BDMAT risk register and monitor the effectiveness of mitigating actions.	Executive Team implements risk management framework, ensuring risk registers and mitigating actions are periodically reviewed.  DCEO reports on new risks and changes to risks to the Board of Directors and Risk, Governance and Audit Committee.	LAB scrutinises school's most significant risks on its risk register and the school leader's mitigations.	Maintains school risk register in line with the BDMAT's risk management framework. Submits the risk register to the Deputy CEO on each occasion it is amended.  Report most significant risks (risk register) to the LAB on a termly basis.
<b>Statutory Policies</b>	N/A	Approval of all statutory policies required under UK legislation and DfE or ESFA regulations.	Recommend statutory policies required under UK legislation and DfE or ESFA regulations.	Consulted on school level policies required under UK legislation and DfE or ESFA regulations.	Consulted on school level policies required under UK legislation and DfE or ESFA regulations.

					Implementation of requirements contained within all policies approved by Directors.
<b>GDPR</b>	N/A	Board of Directors receives reports on Freedom of Information Requests and Subject Access Requests received from the Executive Team.	Submit and respond to Freedom of Information Requests and Subject Access Requests relating to BDMAT, supported by the Head of School (DPO).	LAB receives reports on Freedom of Information Requests and Subject Access Requests received from the Headteacher.	Respond to Freedom of Information and Subject Access requests relating to the school, supported by the Head of School (DPO).
<b>Cyber Security</b>	N/A	Governance, Audit and Risk Committee approves the BDMAT Cyber Response Plan.	DCEO has overall responsibility for cyber security measures in place across BDMAT.  DCEO recommends the Cyber Response Plan to the Governance, Audit and Risk Committee.	LAB, if required, to support the implementation of the Cyber Response Plan.	Headteacher to ensure cyber security measures are followed by staff in school and, if required, support the implementation of the Cyber Response Plan.

## EDUCATION

<b>Aspect</b>	<b>School Group</b>	<b>Board of Directors</b>	<b>Executive</b>	<b>Local Academy Board</b>	<b>Headteacher</b>
<b>School Improvement Plan</b>	N/A	The School Effectiveness Committee to receive reports from the DOE regarding the implementation and	DOE (or their representative) undertakes review of school Improvement plans.	Receive termly reports on progress towards priorities in the School Improvement Plan and raises concerns.	Produce a School Improvement Plan (termly or annually depending on the needs of the school) to improve the school and

		impact of school improvement plans across the Trust.	The DOE (or their representative) monitors delivery of School Improvement Plans on at least a termly basis.	with the Director of Education.  Receive termly reports on attendance.  Report any significant slippages or concerns to the DOE.	support the delivery of BDMAT's strategic ambitions.  Monitoring of progress against the School Improvement Plan and report this progress to the DOE and LAB on a termly basis.
<b>Attendance</b>	N/A	The School Effectiveness Committee to receive reports from the CEO regarding pupil attendance.	Head of School Support on behalf of the CEO reviews pupil attendance and reports concerns to the CEO.	Receive termly reports from the headteacher on attendance.	In consultation with the Head of School Support set targets for pupil attendance for the whole school and vulnerable groups (SEND, pupil premium and other specific school vulnerable groups e.g. EAL) and monitor progress toward these targets; monitor authorised and unauthorised pupil leave in term time.  Encourage and support high attendance from all groups.
<b>Curriculum</b>	N/A	School Effectiveness Committee receives reports from the DOE that	Ensures that the curriculum in all schools meets the requirements of	Ensures that the curriculum reflects the needs of its community.	Sets the curriculum for their school, ensuring that requirements of the

		the curriculum in each school meets legal requirements and Christian values run through the curriculum.	the National Curriculum, that the curriculum is ambitious, knowledge rich, progressive and broad and balanced, and that Christian values run through the curriculum.	In our church schools ensures that our Christian values run through the curriculum and it supports the doctrine of the Church of England.	National Curriculum are met, that the curriculum is ambitious, knowledge rich, progressive and broad and balanced and that Christian values run through the curriculum.
<b>Teaching and learning (pedagogy)</b>	N/A	Approves the BDMAT School Improvement Strategy (part of the BDMAT Strategic Plan).	Delivery of the BDMAT School Improvement Strategy, which sets the direction for teaching and learning in all BDMAT schools.  DOE provides direction on pedagogy to priority schools.	Receives termly updates on the effectiveness of teaching and learning in the school and refers any concerns to the DOE.	Ensures that effective pedagogy is in place that leads to high standards of achievement.  Monitor the effectiveness of teaching and learning and summarise strengths and areas for development in the school evaluation summary.
<b>School hours and term dates</b>	N/A	No role	The CEO approves the school term dates and opening and closing times.	Consulted on school term dates and opening and closing times.	Recommends term dates and opening and closing times to the Local Academy Board and CEO.
<b>Admissions, Appeals Policies.</b>	N/A	The Board of Directors approves all admissions criteria and policies and any amendments to them.  The Board of Directors approves changes to the Pupil Admission Number	DOE will approve admissions above PAN (outside of fair access).  DOE will recommend to the Board of Directors where a change in PAN or other significant change is required at a school.	Recommends school over subscription criteria to the Board of Directors.  The LAB will have an admissions sub-committee that will consider all in	Administers the Trust model admissions policy and the agreed over subscription criteria.  Headteacher or a member of SLT report to the LAB admissions sub-committee on all in year admissions

		(PAN) or other significant change in each school (to be formally approved by DfE).	CEO approves appeals process if not managed by the Diocesan Education Team.	year. admissions within statutory deadlines.  Consulted by the DOE when a change in PAN or other significant change may be required.  The appeals process will be undertaken by the Diocesan Education Team, unless otherwise agreed by the CEO.	Headteachers will consult with the DOE on any admissions above PAN (outside of fair access).  Headteachers will consult with the DOE on any instances where they want to challenge the admission of a pupil with an EHCP or a LAC pupil  The Headteacher will consult with the DOE when a change in PAN or other significant change may be required.
<b>Exclusions</b>	N/A	SEC Receives termly reports on exclusion rates from the DOE.	DOE monitors the number of exclusions in schools and holds leaders to account where there are concerns regarding exclusions.  CEO ensures Independent Review Panels are held when a parent requests one.	Receive a termly report on exclusions.  Undertakes appeals of exclusions.  Has a legal duty to inform the parent(s) of an excluded child of their rights to an Independent Review Panel hearing.	It is the headteacher's decision to exclude.  Reports termly to the LAB on the number of exclusions.  All assaults on members of staff should be reported to the DPC.
<b>Emergency closures e.g. due to snow /</b>	N/A	Chair of the Board of Directors informed of any closures beyond 1 day.	CEO, DCEO authorise closures of schools beyond 1 day.	Consulted on first day of emergency closure.	The Headteacher to decide on day 1 of closure in

<b>flooding / loss of essential utilities</b>			CEO reports closures of more than 1 day to Chair of the Board of Directors.		consultation with the chair of LAB and inform the CEO of the closure.
<b>Website compliance</b>	N/A	SEC receives reports from the DOE on non-compliance of school websites.	DOE reports any non-compliance to SEC.	Receives annual report on school's website compliance.	Ensure school website meets all legal and BDMAT requirements and report to LAB annually.
<b>Pupil Premium, Sports Premium and Other Ringfenced Funding</b>	N/A	SEC receives an annual report on the use and impact of Pupil Premium and Sports Premium.	DOE (or their representative) approves Pupil Premium and Sports Premium plans.  DOE report annually to SEC on the use and impact of Pupil Premium and Sports Premium.	Receive annual report on the use and effectiveness of the funding.  Nominate a member of the LAB who has responsibility for Restricted Funding (Pupil Premium and Sports Premium).	Ensure that Pupil Premium, Sports Premium and Catch-up Premium are used in accordance with the DFE grant conditions.  Produces a report on the use and impact of the funding to the LAB and DOE.
<b>Educational collaborations and partnering arrangements</b>	N/A	No role unless it meets financial thresholds.	The CEO will assess any proposals put forward by the Headteacher. The CEO may decide to: • approve the proposal as submitted to the CEO or • approve the proposal subject to any amendments the CEO considers appropriate or	Ensure that any collaboration or partnering arrangement with other schools offer 'value for money'.	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.  Provide such further information and assistance



			<ul style="list-style-type: none"> <li>• reject the proposal or</li> <li>• refer the proposal to the School Effectiveness Committee for a decision.</li> </ul>		as the CEO may need in order to decide concerning the arrangement.
<b>Maintaining the school's Christian foundation (Church Schools only)</b>	Church schools only	<p>Establishes the vision for its schools.</p> <p>Holds the BDMAT Executive Team to account on upholding the Trust's Christian foundation, including outcomes from SIAMS inspections.</p>	<p>Appoint Christian Distinctiveness Advisors to ensure school leaders are effectively supported in upholding the school's Christian foundation.</p> <p>Holds headteachers to account on upholding the Trust's Christian foundation, including outcomes from SIAMS inspections.</p>	<p>Consult with stakeholders to ensure the school's Christian foundation is being supported and promoted.</p> <p>Receive and discuss records of visit from the BDMAT Christian Distinctiveness Advisor.</p> <p>Raise concerns with the CEO regarding any concerns on school leaders supporting and promoting the Christian foundation</p>	<p>Ensure that the school's Christian foundation is supported and promoted.</p> <p>Ensure a daily act of Christian collective worship is held.</p> <p>Lead the school through SIAMS inspections.</p>

## FINANCE

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
<b>Budget</b>	N/A	Board of Directors and approves budget recommended by FRC.	DCEO sets budget setting framework, including key budgeting assumptions and timelines.	Consulted on draft school budget by Headteacher.	Prepares and recommends a 3-year school budget to the DCEO.

			DCEO recommends 3-year financial plan and annual budget FRC.		
<b>Budget Monitoring and delivery</b>	N/A	<p>Board of Directors receives monthly management accounts.</p> <p>Finance and Resources Committee receive and scrutinise management accounts.</p>	<p>DCEO produces monthly consolidated management accounts and reviews performance against budget, taking action where required.</p> <p>DCEO presents management accounts to the FRC on a termly basis.</p> <p>The Executive Team has the authority to direct control of school finances where the DCEO has concerns regarding the school's management of finances.</p>	<p>Receives monthly management accounts from the central Finance Team.</p> <p>Chair of LAB (or their nominated representative) meets with Headteacher and School Finance Partner to review management accounts.</p> <p>Chair of LAB (or their nominated representative) raises any concerns regarding school financial management with the DCEO.</p>	<p>Responsible for spending in line with the approved budget.</p> <p>Reports management accounts to LAB on a termly basis.</p>
<b>Use of BDMAT Central Reserves</b>	N/A	FRC approves business cases for submissions outside the delegated authority of the CEO.	<p>DCEO reviews business cases and will either:</p> <ul style="list-style-type: none"> <li>•Approve or recommend in line with delegated financial limit or</li> <li>Reject.</li> </ul> <p>The Executive Leadership Team to recommend any Trust wide business cases for the use of BDMAT</p>	Consulted on business case in line with the School Improvement Plan.	Proposes business case to the DCEO for access to BDMAT Central Reserves.

			Central Reserves to the Board of Directors.		
<b>Capital Budget</b>	N/A	Board of Directors approves IT and Estates capital programmes.  FRC monitors progress against capital programme annually.	DCEO recommends Estates and IT capital programme to Board of Directors.	No role	Consulted on Estates and IT requirements.
<b>Writing off bad debts</b>	N/A	FRC approves writing off debts greater than £5,000.  Writing off debts in excess of £45,000, 1% of annual income requires per item or 5% annual income cumulatively requires ESFA approval.	DCEO approves writing off debts up to £5,000.	Approve writing off debts up to £1,000.	Recommends writing off individual debts up to £500.
<b>Staff Expenses</b>	N/A	Chair of the Board of Directors approved CEO expenses.	DCEO approves all Headteacher expenses through approval of school's monthly payroll.  CEO approves Executive Team expenses.  Head of Department approve central team expenses.	No role	Headteacher approves all school staff expenses.
<b>Procurement</b>	N/A	Board of Directors approve any contractual.	DCEO approves contractual agreement with a value in excess of £10,000 and	No role	Headteacher approves contractual agreements.

		agreements with a value in excess of £100,000.	recommends agreements in excess of £100,000 to the Board of Directors.		with a value of less than £10,000.
<b>Expansion/ reduction of existing facilities or taking on new premises</b>	N/A	Board of Directors reviews any proposals put to it by the Executive Team and may: <ul style="list-style-type: none"> <li>• approve the proposal as submitted to it or</li> <li>• approve the proposal subject to any amendments it considers appropriate or</li> <li>• reject the proposal</li> </ul>	Assess any proposal put forward by the Headteacher and either: <ul style="list-style-type: none"> <li>• approve the proposal as</li> <li>• approve the proposal subject to any amendments the Executive considers appropriate or</li> <li>• reject the proposal</li> </ul>	Consulted by the headteacher and CEO to expand / reduce / take on new facilities.	Consult with the LAB and apply to the DCEO with any proposal to expand / reduce any existing / take on new facilities at the school.  Provide such further information and assistance required by the DCEO.
<b>Insurance</b>	N/A	FRC to ensure appropriate insurance arrangements are in place.	DCEO to procure and manage insurance policies for the Trust.	Consulted on any additional insurance needs that may be required for their school.	Inform the DCEO of any additional insurance requirements not covered by the RPA insurance scheme ( <a href="https://www.gov.uk/guidance/the-risk-protection-arrangement-rpa-for-schools">The risk protection arrangement (RPA) for schools - GOV.UK (www.gov.uk)</a> )  Report any insurance claims to the Head of Operations.
<b>Legal claims</b>	N/A	The Board of Directors approves action as it may reasonably.	The CEO assesses any actual or potential claims and reports any significant or high-risk claims to the Board of Directors.	Informed of any actual or potential claims or proceedings affecting the school.	Report to the CEO any actual or potential claims or proceedings affecting the school immediately.

		require in relation to the defence or prosecution of any claim or proceedings.	<p>CEO approves the use of solicitors for legal advice/representation.</p> <p>The CEO to instruct the Headteacher and/or Local Academy Board in relation to the conduct of the claim or proceedings.</p>	Act on any instructions received from the Board of Directors and/or the CEO.	Act on any instructions received from the Board of Directors and/or the CEO.
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## HUMAN RESOURCES

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
<b>Pay and performance management</b>	N/A	<p>Approval of whole Trust Pay Policy, pay scales and benefits.</p> <p>Performance management of CEO and remuneration package.</p> <p>Directors act as the Pay Body for the Trust, with some responsibility</p>	<p>CEO ensures that all BDMAT Executive and Central Team staff receive appropriate appraisal and remuneration and correct implementation of the BDMAT Pay Policy for these staff.</p> <p>The CEO (or their representative) performance manage all headteachers, in</p>	<p>LAB chair supports the CEO (or their representative) in the annual appraisal of the headteacher.</p> <p>LAB receives an annual report from the Headteacher regarding the implementation of the Trust Performance Management Policy.</p>	<p>Ensures that appraisals are undertaken in accordance with the BDMAT Performance Management Policy</p> <p>Implements the BDMAT Pay Policy for all staff</p> <p>Recommends applications from staff to</p>

		<p>delegated to each LAB and headteachers as set out within the policy.</p> <p>Sets the pay range of the BDMAT Executive Team.</p> <p>Receives an annual report on the pay increases and salaries of all headteachers, members of the BDMAT Executive Team and BDMAT Heads of Department.</p>	<p>consultation with the chair of the LAB and reports on the appraisal process to the Board of Directors.</p> <p>The Executive Team sets the pay ranges for all job roles within the Trust with the exception of the pay ranges of the Executive Team.</p> <p>Approves all applications from teaching staff to go through the threshold through a threshold committee.</p>	<p>Responsibility for pay appeals from staff.</p>	<p>go through the upper pay threshold to the threshold committee.</p> <p>Report whether all staff received appraisal reviews in the previous year.</p>
<b>Executive Leadership Team Appointments</b>	N/A	<p>The Board of Directors appoints the CEO.</p> <p>Directors participate in the selection process of all other members of the Executive Team.</p>	<p>CEO to lead the process of appointments to the Executive and Central Team.</p> <p>Members of the Executive Leadership Team participate in the selection process alongside Directors.</p>	None	None
<b>School Senior Leadership Team appointments</b>	N/A	<p>The Board of Directors will be informed of the appointment and resignations of all senior leaders in all schools.</p>	<p>The CEO (or their representative) in consultation with the LAB, will appoint headteachers.</p> <p>A member of the Executive Team or nominated individual and the Headteacher will lead</p>	<p>The LAB will have representation on the appointment board for SLT appointments, including the appointment of Headteachers.</p>	<p>Notify the DOE of any potential vacancy in the Senior Leadership Team.</p> <p>Lead the process for SLT appointments, supported by the DOE or their</p>

			jointly on the process for filling any vacancies in the Senior Leadership Team.  CEO makes final decision on all SLT appointments where the selection panel does not agree.	The LAB will be consulted on the staffing structure for the school, including the composition of the SLT – this will be part of the budget approval arrangements.	nominated representative.
<b>School staff Appointments</b>	N/A	No role	DCEO and Finance Partner to approve all planned appointments.  DCEO or their nominated representative to lead in the appointment of all site and cleaning staff.  DCEO or their nominated representative to be involved in the appointment of admin leads in schools.  In priority schools, the DCEO or their representative may be a member of the recruitment panel for the appointment of admin leads.	A member of the LAB will participate in all teacher appointments and admin lead, where possible.  No representation is required for appointment of non-teaching staff.	Lead the recruitment of all vacancies, supported by a representative of the Local Academy Board for teaching posts if available.  In priority schools, the CEO (or their representative) should be invited to sit on the recruitment panel for all teaching and leadership posts in the school.
<b>Individual variations of contract</b>	N/A	No role	The DPC approves any change to the terms of employment.	None	To propose any change to terms of employment to the DPC.
<b>Terms of Employment</b>	N/A	Approve all amendments to terms of employment.	To recommend changes to terms of employment to directors.	Consulted regarding any proposed amendments to terms of employment.	Consulted regarding any proposed amendments to terms of employment.

<b>Restructuring</b>	N/A	FRC to approve restructures with financial implications over £50,000 or affecting more than 10 staff.	The CEO to approve restructures with financial implications up to £50,000 or affecting less than 10 staff.	To be Consulted on any restructuring by the Headteacher.	Notify the DPC as soon of possible of any plans to restructure.  The Headteacher will run the consultation on behalf of the Trust in line with Trust policies.
<b>Dismissals (including as a result of failure of probationary period)</b>	N/A	3 Directors and a member of the Executive Team will participate in dismissal hearings for Headteachers.  3 Directors will participate in dismissal hearings for members of the Executive Team.  Directors will receive reports from the DPC regarding any dismissals that have taken place.	The CEO is to be consulted on all potential dismissals.  A member of the Executive Team will participate in dismissal hearings for all senior leaders and Headteachers.	3 members of the LAB and a member of the Executive Leadership Team will participate in dismissal hearings for staff.  Where there are insufficient members of the LAB to undertake the hearing, members of the LABs of other Trust schools or members of the Central Team may be seconded on to the committee to participate in the dismissal hearing.	Follow the procedures set out within the relevant Trust policy where a decision has been identified to potentially dismiss.  Consult with the DPC regarding the potential dismissal of any employee.
<b>Disciplinary and Capability Measures</b>	N/A	Board of Directors informed of any disciplinary and capability issues related to Headteachers and members of the Executive Leadership Team for oversight and	DPC will advise the Headteacher and ensure the Disciplinary Policy / BDMAT Capability Policy is followed.  DCEO will manage any disciplinary/capability issues for any BDMAT Central Team staff,	The Local Academy Board Chair should report any disciplinary / capability issues regarding the headteacher directly to the CEO.	Consult with the DPC regarding the suspension of a member of staff and the imposition of disciplinary and/or capability measures.



		<p>to ensure procedures have been correctly followed.</p> <p>The Chair of the Board (or their representative from the board) of Directors will lead on any disciplinary or capability issues related to the CEO following the procedures within the relevant Trust policy.</p>	<p>headteachers and members of the Executive Team (with the exception of the CEO).</p> <p>The CEO has authority to suspend Headteachers, Trust Executive Team members and Central Team staff where necessary, either before a disciplinary investigation commences or during the process.</p> <p>CEO to notify the Board of Directors:</p> <ul style="list-style-type: none"> <li>• if the employee concerned is the Headteacher, a member of the Senior Leadership Team of the school or a member of BDMAT Central Executive and</li> <li>• where the imposition of a disciplinary or capability measure is or may be the appropriate course of action.</li> </ul>		<p>The Headteacher has authority to suspend members of school staff, other than senior leaders, where necessary, either before a disciplinary investigation commences or during the process.</p> <p>Suspension should only be undertaken in exceptional circumstances such as to ensure a fair investigation can take place and / or to protect staff / pupils' safety (including the member of staff being investigated)</p>
<p><b>Severance, compensation and ex gratia payments in settlement agreements</b></p>	N/A	<p>Chair of the Board of Directors and Chair of Finance and Resources Committee jointly authorises</p>	<p>Authorise compensation payments up to £20,000.</p>	No role	No role

		<p>compensation payments over £20,000.</p> <p>Note any non-contractual compensation payments over £50,000 and all ex-gratia payments require ESFA approval.</p>			
<b>Safeguarding</b>	N/A	<p>Approve Safeguarding Policy for members of the Trust Central Team.</p> <p>Approve all centralised safeguarding policies.</p> <p>Board of Directors to receive reports at each meeting regarding safeguarding provision within its schools, including any incidents of whistleblowing.</p>	<p>CEO to inform the Chair of 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 Central Team meet all national and local requirements and that a policy is in place for these staff.</p> <p>CEO ensures the LADO, Chair of the Board of Directors and Head of School Support are notified immediately of any safeguarding issues or concerns relating to Headteachers, Directors Members, or the Trust Central Team.</p> <p>It is the responsibility of the CEO to ensure that all BDMAT</p>	<p>LABs are responsible for ensuring that their school's child protection and safeguarding policy follows the Local Authority model policy which meets national requirements and the requirements of their Local Safeguarding Partners with amendments that comply with BDMAT procedures and is reviewed at least annually.</p> <p>The following school specific safeguarding umbrella policies remain the responsibility of the LAB to approve and review annually:</p> <ul style="list-style-type: none"> <li>• accessibility plan</li> <li>• admissions</li> </ul>	<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 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 the school is using the BDMAT Induction policy and following procedures for inducting all new staff</p>

			<p>safeguarding policies and procedures are implemented by the school and promoted to all staff, and that the Trust has systems in place to assess the effectiveness of the policies and procedures.</p> <p>The Executive Team recommends safeguarding policies to the Board of Directors.</p> <p>The Executive Team reviews safeguarding policies in line with the policy review timetable.</p>	<ul style="list-style-type: none"> <li>• anti-bullying (if separate from behaviour)</li> <li>• attendance</li> <li>• before and after school</li> <li>• behaviour</li> <li>• Child Protection &amp; Safeguarding</li> <li>• equality objectives</li> <li>• EYFS</li> <li>• First Aid (must agree to BDMAT Health and Safety Policy)</li> <li>• Health &amp; Safety (school specific sections only)</li> <li>• Intimate care section 6.1 only</li> <li>• Lettings</li> <li>• Looked after and previously looked after children (this can be part of Child Protection &amp; Safeguarding policy)</li> <li>• Positive Handling (If not included in behaviour)</li> <li>• RSHE</li> <li>• SEND</li> </ul> <p>Other policies that fall under the LAB remit are:</p> <ul style="list-style-type: none"> <li>• Charging and remissions</li> <li>• Uniform</li> </ul>	<p>and volunteers into the school's safeguarding systems.</p> <p>It is the headteacher's responsibility to ensure that checks are undertaken on all staff and certain volunteers (including governors) that work in the school prior to their appointments including DBS checks / online checks and reference requests.</p> <p>Headteacher to draft school specific safeguarding policies for LAB approval using the Local Authority model policy as a template- ensuring all policies are reviewed at least annually.</p> <p>Headteacher to ensure <b>all</b> safeguarding policies are shared with staff at induction and when amended.</p>
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					<p>Headteacher to ensure all staff are consulted on safeguarding policies prior to submission for approval by LAB or Trust Board.</p> <p>To ensure the BDMAT whistleblowing policy is being promoted to all staff.</p> <p>To work co-operatively with other child protection agencies and police to ensure all children are safeguarding including through data sharing.</p>
<b>INSET Days</b>	N/A	<p>Board of Directors sets the number of INSET days for the academic year (in 2023-2024 this will be 7 days).</p> <p>Board of Directors approves additional INSET days.</p>	<p>DOE approves plans for INSET days proposed by schools ensuring that the training days link to the School Improvement Plan.</p> <p>CEO recommends additional INSET days to the Board of Directors.</p>	<p>Consulted on the proposed dates and content for INSET days and any additional training days requested by the Headteacher.</p> <p>LAB informed of any requests for additional INSET days.</p>	<p>Recommend proposed dates and content for INSET days before the start of each school year to the DOE for approval.</p> <p>1 of the 5 training days per year may be designated as a Trust training day by the Executive Team. The date of this will be set by the DoE.</p>

<b>Headteacher illness</b>	N/A	DPC will report summary sickness information to FRC on a termly basis.	The DPC will monitor and manage the Headteacher's absences in line with the Trust Staff Absence Policy on behalf of the CEO.	Chair of LAB to raise any concerns regarding the headteacher's well-being / absence with the CEO.	Report own sickness to the CEO in line with the Staff Absence Policy.
<b>Staff illness (non headteacher)</b>	N/A	DPC will report summary sickness information to FRC on a termly basis.	<p>The DPC or their nominated representative ensures that school leaders are applying the Trust Staff Absence Policy correctly.</p> <p>Undertake return-to-work meetings for headteachers and members of the BDMAT Central Team following any illness absence.</p>	<p>LAB to monitor staff absence through the termly Headteacher reports and ensure that the headteacher is following the Trust Management of Sickness Absence policy.</p> <p>Meet with staff as required when "triggers" are reached as outlined in the BDMAT Management of sickness Absence policy.</p>	<p>The Headteacher to apply the Trust Staff Absence Policy.</p> <p>The Headteacher to liaise with the Trust HR Officer on managing staff when triggers as specified within the Trust Staff Absence policy are met.</p> <p>Headteachers to ensure all absences are recorded on the Trust's HR system on the first day of the absence.</p> <p>Headteacher to ensure that all staff receive a return-to-work meeting following any illness absence.</p>

## ASSETS AND ESTATES MANAGEMENT

Aspect	School Group	Board of Directors	Executive	Local Academy Board	Headteacher
<b>Inventory</b>	N/A	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 termly stock checks.  Ensure assets are appropriately and securely stored within school.
<b>Disposal of assets (non-land and buildings)</b>	N/A	FRC to monitor all asset disposals.  FRC approves all asset disposals over £25,000.  Any disposal of freehold land or heritage assets requires ESFA approval.	DCEO to approve disposal of assets up to £25,000.  DCEO will report asset disposals to £25,000 to the Finance and Resources Committee.  DCEO recommend disposal of assets over £25,000 to the Finance and Resources Committee.	No role	The Headteacher to propose the disposal of fixed assets to the DCEO or their nominated representative.
<b>Disposal of assets (land and buildings)</b>	N/A	FRC recommends and Board Directors approves the disposal of any land.  Any disposal of freehold land or heritage assets requires ESFA approval	The Executive Team will recommend to Directors the disposal of land and buildings.	No role	No role

<b>Premises maintenance programme.</b>	N/A	FRC receives the Premises Maintenance Programme annually.	The DCEO will approve the Trust Premises Maintenance Programme on an annual basis.	No role	Headteachers will advise the DCEO or their nominated representative on the requirements of their school for the Trust Premises Maintenance Programme.
<b>Health and Safety</b>	N/A	Receive reports from the DCEO on compliance with health and safety and accident reporting.	Ensure that all schools have a Health & Safety policy which is based on the BDMAT Health and Safety Policy and is regularly audited and reviewed and that it is legally compliant.  Report to FRC at least annually on health and safety.	Appoint a designated Health and Safety Governor.  Responsible for specific health and safety duties as set out in the Trust Health and Safety Policy.  Review and approve school-based appendices of the BDMAT Health and Safety Policy.	Responsible for specific health and safety duties as set out in the Trust Health and Safety Policy.  Ensure electronic accident book is used to record all accidents and safety incidents. All accidents to be recorded on the same day as the accident.  Notify DCEO and/or Head of Operations of any incident or accident that is RIDDOR reportable to HSE or results in a hospital visit.

### Policy schedule

<b>Aspect</b>	<b>School Group</b>	<b>Board of Directors</b>	<b>Finance and Audit Committees</b>	<b>School Effectiveness Committee</b>	<b>Local Academy Board</b>
<b>Delegated powers</b>	N/A	Discusses and amends policies Safeguarding	Discusses and amends policies presented by the	Discusses and amends policies presented by the	Discusses and emends policies presented by

		presented by the BDMAT Executive team.  Ratifies or amends policies recommended by committees.	BDMAT Executive team and recommends approval from the main board.	BDMAT Executive team and recommends approval from the main board.	school leaders for policies that are school specific .
<b>Policies</b>	N/A	Child Protection & Safeguarding Policy (Central Staff) Admission arrangements	Asset Management Board and Local Academy Boards Allowable Expenses Business Continuity Plan - Central Capability Policy CCTV Chairs permission to act Terms of Reference Code of Practice for Governors of a Local Academy Board within BDMAT Conflict of Interest Policy "Credit Card" Data Retention Policy Director Code of Conduct Director Visits Policy Disciplinary Policy Driving at Work and Minibus Policy "DSL Policy (model policy to be amended by schools)" Finance	Accessibility Plans Policy Attendance Management Policy Complaints Policy Early Career Teacher (ECT) Policy Education Visits Equality and Diversity Exclusions Policy Professional Development Policy Relationships and Sex Education (RSE) Policy School Effectiveness Committee Terms of Reference	The following school specific safeguarding umbrella policies remain the responsibility of the LAB to approve and review annually: <ul style="list-style-type: none"> <li>• accessibility plan</li> <li>• admissions</li> <li>• anti-bullying (if separate from behaviour)</li> <li>• attendance</li> <li>• before and after school</li> <li>• behaviour</li> <li>• Child Protection &amp; Safeguarding</li> <li>• equality objectives</li> <li>• EYFS</li> <li>• First Aid (must agree to BDMAT Health and Safety Policy)</li> <li>• Health &amp; Safety (school specific sections only)</li> <li>• Intimate care section 6.1 only</li> <li>• Lettings</li> <li>• Looked after and previously looked after</li> </ul>



			<p>Finance &amp; Resources  Committee Terms of Reference  Financial Probity  Flexible Working Policy  Freedom of Information Act Policy  GDPR  Governance Plan  Governance, Risk &amp; Audit Terms of Reference  Grievance Procedure  Health and Safety Policy  ICT Strategy  Intimate Care Policy  Investments  IT Policy  Leave of Absence Policy  Lettings Policy  Local Government Pension Scheme Discretionary Policy  Management of Sickness Absence Policy  Managing Allegations against Staff Policy  "Managing Allegations against Staff Policy – school staff  MF speaking to LG*"  Maternity Paternity  Adoption and Parental Leave Policy</p>		<p>children (this can be part of Child Protection &amp; Safeguarding policy)  • Positive Handling (If not included in behaviour)  • RSHE  • SEND</p> <p>Other policies that fall under the LAB remit are:</p> <ul style="list-style-type: none"> <li>• Charging and remissions</li> <li>• Uniform</li> </ul>
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			Media Handling Procedure Menopause Policy Operations Strategy Document (includes Premises Management Policy) Pay Policy Performance and Pay of the Executive Team Committee Terms of Reference Performance Management Policy Policy for children with health needs who cannot attend school Preventing Radicalisation Policy Probationary Policy Procurement Protection of Biometric information of children in schools and colleges Recruitment and Selection Policy Procedure Redundancy and Restructuring Policy Reserves Retention Policy Risk Management Policy Scheme of Delegation Staff and Volunteer Expenses Policy		
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			Staff code of conduct Staff Drug and Alcohol Policy Staff Induction Policy Stress Policy Stress Policy – Central Staff Supporting pupils with medical conditions policy Union Recognition Agreement Violence and Aggression to Staff Policy Volunteers Policy Whistleblowing policy		
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