BRADGATE
Education Partnership

Ambitious
Collaborative
Ethical

Trust Wide

Stronger Together

1.0 Introduction

As a Multi Academy Trust (MAT), the Trust Board is accountable, in law, for all major decisions concerning the academies and any subsidiary companies.

The Trust Board is not required to carry out all the Trust's governance functions. They should delegate some to the Chief Executive Officer (CEO), Executive Leadership Team (ELT) and Trust Board Sub Committees and Head Teachers / Local Advisory Boards (LABs). The decision to delegate is made by the Trust Board.

This Scheme of Delegation (SoD) is a key document that defines lines of responsibility and accountability within our Multi Academy Trust (MAT) to ensure that the Members, Trustees, Committees, ELT and Head Teachers all understand their role and responsibilities.

2.0 Governance Structure and Accountability

The Trust Board is responsible for governance functions as set out in the Department for Education (DfE) Academy Trust Governance Guide. In trusts, the purpose of governance is to provide:
- Strategic leadership
- Accountability and assurance
- Strategic engagement

The Trust Board appoint and delegate responsibility for delivery of the vision and strategy of the Trust to the CEO. The CEO is held to account for the conduct and performance of the Trust, including the performance of the schools and any subsidiary company within the Trust, and for financial management.

The CEO manages the Trust Directors of Education, Director of HR, Finance Managers, Estates Manager and carries out their performance management and setting targets of these colleagues.

The Trust Board has established Board Committees with delegated powers for:
- Education
- Workforce and Organisational Development
- Finance Audit and Risk
- Property, Health and Safety

At least three Trustees sit on each Board Committee. Committees have clear Terms of Reference. The CEO is also a Trustee.

The Trust Board delegates <u>some</u> school level monitoring and scrutinising functions to the LAB Committees, there is a LAB committee per school, with the exception of the secondary schools who share a LAB. These committees also promote stakeholder engagement as a point of consultation and representation. The LABs have a clear Terms of Reference detailing the committees' remit and what should be discussed at each termly meeting. LAB Chairs are invited to meet with the LAB Link Trustee and the CEO/ELT each term.

School Head Teachers are line managed by the Directors of Education (DoE) who report to the CEO.

The Members of the Trust are the guardians of the governance of the Trust and as such have a different status to Trustees. Their primary role is to hold the Trust Board to account.

3.0 Roles & Responsibilities

3.1 Members

Members appoint Trustees to ensure that the Trust's charitable object is carried out. They are able to remove Trustees if they fail to fulfil this responsibility. Members are responsible for approving any amendments made to the Trust's Articles of Association.

There must be at least three Members, although the DfE prefers at least five. There must be separation of powers between the Members and the Trust Board. Members are not permitted to be employees of the Academy Trust.

The Trust keeps Members informed so they can be assured that the Board is exercising effective governance and leadership of their Trust. This maintains a robust governance structure as the majority of Members are independent of the Board of Trustees.

3.2 Trust Board

The Trustees are responsible for the general control and management of the administration of the Trust and, in accordance with the provisions set out in the Memorandum and Articles of Association, its Funding Agreement and the Academies Trust Handbook, they are legally responsible and accountable for all statutory functions, for the performance of all schools within the Trust, and for the approval of a written Scheme of Delegation that maintains robust internal control arrangements. The Trust Board is legally responsible and accountable to the Department for Education. As outlined above, the CEO is a member of the Trust Board.

3.3 Trust Board Committees

The Trustees establish Committees to carry out some of their governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The membership (there must be at least three Trustees) and responsibilities of Board Committees are set out in each Committee's Terms of Reference (ToR). It is usual for the Trust Board to appoint Board Committee Chairs and Committee members according to their skills. The Trust Board Committees are:

- **Education**
  The committee has oversight and hold ELT to account on safeguarding practices across the Trust and all academic outcomes for all schools. The committee also holds ELT to account for progress against safeguarding and educational strategic plans, including SEND and inclusion.

- **Workforce and Organisational Development Committee**
  The committee has oversight on the setting of terms and conditions of employment, pay and HR policy. The committee also has oversight of workforce data and holds ELT to account in relation to workforce development and strategy.

- **Finance Audit & Risk Committee**
  The committee is responsible for financial oversight and scrutiny, ensuring that the Trust complies with its policies and procedures with a focus on financial planning, risks, reporting, and monitoring. The committee also hold the Finance Managers to account in relation to the Finance and Procurement strategies.

- **Property, Health and Safety Committee**

The committee has oversight on all building, health and safety matters including the capital development programmes and any on-going maintenance.

- **Local Advisory Boards (LABs)**
  LABs are advisory committees to carry out school level community engagement. LAB meets termly. The LAB Chair is appointed by the Trust Board. The Trust Board can remove delegation to the committee at any time. Details on the operational delivery of LAB role is within the Trust's LAB Handbook.

3.4 Executive Leadership Team (ELT)

The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's schools. The CEO leads the Trust's Executive Leadership Team and is accountable for its performance. The CEO is the Accounting Officer with overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability. The Directors for Education (for Primary, Secondary Education), Director of Human Resources, Strategic Finance Manager, Operational Finance Manager and the Estates/IT Manager report to the CEO.

3.5 Chief Financial Officer

The CFO is the Trust's Strategic Finance Manager with delegated responsibility for the Trust's detailed financial procedures.

3.6 Head Teachers (HT)

Each school Head Teacher is responsible for the strategic direction and day to day management of their school, reporting to one of the Directors of Education / Deputy Directors of Education.

4.0 Descriptors

The table in the document outlines the scheme of delegation and four descriptors for responsibility:

4.1 **Approval –** the document outlines the level of approval that is required prior to an event taking place

4.2 **Recommend –** the document outlines at which level recommendations should be made for approval

4.3 **Consult –** this is defined as either the sharing of information or obtaining feedback from colleagues dependent upon the circumstance/group

4.4 **Implement –** Colleagues at the appropriate level are expected to implement the specific event/document

	Members	Trust Board	ELT	LAB	HT	Detail
Governance						
(Approval = A / Recommend = R / Consult = C / Implement = I)						
Approve and review Trust Articles	A/R	I	I			
Appoint, remove or suspend members in line with Articles of Association	A/R/I					
Appoint, remove or suspend Trustees in line with Articles of Association.	A/R	A/R				
Appoint, remove or suspend Chair of Trust Board		A/R/I				
Appoint, remove or suspend Accounting Officer		A/R/I				
Appoint, remove or suspend CFO for delivery of Trust detailed accounting processes.		A	R/I			
Appoint external auditor	A/R	I	I			
Approve Trust Change of Name	A/R					
Trust Board (Trustees) – Appoint, remove, suspend		A/R				
Trustees – Compliance with mandatory training at LAB level		A/R	R	I	C	
LAB Chair- Appoint, remove, suspend		A/R	C			LAB Chair to meet with Trustees prior to approval
LAB Advisors – Compliance with mandatory training at LAB level		A/R	R	I	C	Mandatory training – list in LAB Handbook
Parent LAB members – Elect, appoint, remove, suspend		A/R	C	C	C/I	LAB accountable to Trust Board. School actions elections/appointments
LAB members – Elect, appoint, remove, suspend		A	C	C	C/I	LAB accountable to Trust Board. School actions elections/appointments
Governance Lead Professional as Clerk to Trust Board duties – appoint, remove, suspend		A/R/I	A/R/I			Trust Board accountable to Members.
Clerk to LAB Committee – appoint, remove, suspend			A			ELT appoints
ToRs for Board and Committees		A/R	C	I	I	Trust Board accountable to Members.
Approve Scheme of Delegation (SoD)		A	R	I	I	
Establish Trust Board	A	R/I				

Activity	Col1	Col2	Col3	Col4	Col5	Notes
Establish Trust Sub Committees • Safeguarding, Curriculum, Performance & Standards • Workforce & Organisational Development • Finance, Audit & Risk • Property, Health and Safety • Local Advisory Boards	A	R	I			
Engagement with all stakeholders	R	R	R	R	R	
Governance training programme		A/R	C	C	C	Including mandatory training
Trust Board / LAB skills audit		A/R	C	C	C	Every 2 years
School Chair of LAB to attend termly Chair of LAB Meeting		I	A/R/I	I	I	
School uniform			A	I	R/I	
Trust Policies		A	R/I	I	I	
School Policies			A	C	R/I	

Strategy and Leadership						
(Approval = A / Recommend = R / Consult = C / Implement = I)						
	Members	Trust Board	ELT	LAB	HT	Detail
Trust vision, values and ethos		R/A	R/I		C/I	CEO
Trust strategic plan, agreeing key priorities and KPIs against which progress towards achieving the vision can be measured		A	R/I		C	CEO
Trust wide strategy for academy improvement • Safeguarding • School Improvement • Quality of Edu and EYFS • Inclusion • Attendance and Welfare • Workforce • Finance and Procurement • Estates • IT		A	R/I		C/I	CEO responsible to line management ELT to deliver on the strategy documents.
School Strategic plans • Vision and values • SDP			A	I	R/I	HT to develop, build, deliver and monitor.
Trust Strategic Plan		A	R/I		C/I	CEO to advise
Trust Growth Plan		A	R/I		C	CEO to advise
To make strategic decisions on new schools joining		A	R/I		C	Discuss new schools with HT Committee
School Business Continuity Plan (BCP) – Template for completion		A	R	I	I	HT accountable Share with LAB Estates & IT Manager and Governance Lead to organise.
Trust Business Continuity Plan (BCP)		A	R/I		C	CEO to advise Trust Board / TB to advise members
National changes to policy / statutory compliance		I	I		I	Trust Exec Team led, everyone must implement

Production and analysis of data (termly): • Educational and Attendance outcomes • Workforce • Finance • Estates		A	A/R/I			Completed by: Headlines data for discussion with CEO DoE / D.DoE DoHR Finance Managers Estates & IT Manager
Review and challenge progress of the Trust against the set KPIs		A	R/I		I	
Review and challenge progress of each school against the set KPIs			A/R		R/I	
Overseeing effectiveness of central services		A	R/I		C	ELT, Business Service Team
Provision of wraparound (before and after school) care		A	R		C/I	HTs to discuss with ELT prior to any implementation.

Safeguarding						
(Approval = A/ Recommend = R / Consult = C / Implement = I)						
	Members	Trust Board	ELT	LAB	HT	Accountability (detail)
Appoint Trust Board Safeguarding Trustee		A				
To appoint Trust Safeguarding Lead		A				
To appoint DSL at each school					I	Action this task
Appoint LAB Member – Safeguarding				I		Appoint at LAB meeting
Safeguarding Policy – Trust template developed		A	R			Write and recommend to board for approval
Safeguarding Policy – Locally adopted by schools					I	Write and implement
Trust safeguarding strategy			R/I			DoE to write and implement.
School safeguarding priorities					I	Write into SG policy. Developed from school level data in CPOMs and local intelligence
CPOMs Protocols – In place			I			Write and share with all DSLs
CPOMs Protocols – personalised to each school					I	Personalise and implement
Trust Safeguarding compliance audit					I	Compliance-action in autumn term
School Safeguarding Audit (LA return)					I	Compliance-action in autumn term
Trust Safeguarding review			I			DoE engages with
School Safeguarding review			I			DoE conducts this with HT, LAB engagement
All staff annual mandatory safeguarding training (all staff, inc in year)					I	DSLs to ensure implementation ELT to deliver OMs to record data in Arbor HR team to monitor and report
DSL training to be completed and monitored					I	HT to implement HR team to report
To be informed about a serious safeguarding incident			C		I	HT to implement policies. Inform (consult) ELT.
Alternative Provision Review					I	HT to implement policies written by ELT.
Lead DSL Networks Trust wide			I			

** see People & Workforce section for Allegations Management

School and Pupil Performance						
(Approval = A / Recommend = R / Consult = C / Implement = I)						
	Members	Trust Board	ELT	LAB	HT	Detail
School Improvement Strategy			A/R		I	Needs led school improvement approach.
School Development Plan			A		R/I	Share with LAB termly
School – SEF			A		R/I	ELT – Approve performance rating of the schools, report to TB. Share with LAB
Attendance targets in line with Trust KPIs			A		I	
Outcomes of pupils – tracked and reviewed termly			A		I	Tracked, reviewed, reported and followed up robustly. Presented to LAB for discussion in HT Report- termly
Quality of curriculum – reviewed			A		R/I	
Delivering EYFS in line with statutory requirements		A	R		R/I	
Quality of teaching – reviewed, developed and improved			A		R/I	
School – Monitoring and evaluation cycle			A		R/I	
Trust – Monitoring and evaluation cycle			R/A		I	
Trust – Track and monitor attainment and progress data using the agreed systems – termly		I	A/R		I	All key stages, review termly trends and intervene.
School – Track and monitor attainment and progress data using the agreed systems – termly			A		R/I	All key stages, review termly trends and intervene.
Suspension of pupils			A		R/I	
Exclusion of pupils (permanent and fixed term where pupil excluded for more than 15 or can't sit public exam)		A	R		R/I	Review final appeal with CEO. Legal, HT and Trustees.
School term dates, opening times, day length and INSET days		A	A		C/I	
School PAN or age range changes		I	A		R/I	
Allocation of places in line with admissions policy			A		R/I	
Ensuring arrangements in place for admissions appeals		A	R		I	

Trust SEND strategy (ensure compliance with Code of Practice)		A	R		C/I	Ensure SEND designated person for Trust and all schools
SEND LAB member to carry out schools visits and complete template				I		To report to Trust Board
Careers LAB member to carry out schools visits and complete template (secondaries only)				I		To report to Trust Board
Agreement of Admissions policy		A	R	I	R/I	
Pupil Premium Spending – Trust annual report / template report		A	R		R/I	
Termly RAG rated cluster plan		A	R		C/I	Share with LAB (OFSTED grades doc)
School RAP – setting targets for pupil outcomes			A		C/I	Share with LAB
School RAP – Ongoing review and evaluation			A		C/I	Share with LAB
School Appraisal Meeting (SAM) – termly			A/R		I	Share with LAB
Delivering careers guidance in line with statutory requirements		A	R	R	R/I	Baker Clause – Secondaries only
Mandatory training signposted and completed		A	R/I		I	
The Trust reserves the right to implement a bespoke RAP should any school: • Be judged as RI or worse • Fail into a deficit budget • Falling income • Falling roll • Leadership concerns linked to failure/failures within outcomes/safeguarding/reported concerns		A	R/I		C/I	HT will lose autonomy and decision making should the Trust become concerned about the performance of the school. Inform LAB if required.

People & Workforce

(Approval = A/ Recommend = R / Consult = C / Implement = I)

	Members	Trust Board	ELT	LAB	HT	Detail
Trust wide procedures for Safer Recruitment and Single Central Record		A	R/I		I	Trust Board hold to account and approve
Delivery of Safer Recruitment Training to all Senior Leaders and Office Managers – annually			A/R/I			HR to deliver annually through INSET
Setting and updating Terms & Conditions of employment		A	R/I		I	DoHR to recommend
Setting and updating HR policies Inc Code of Conduct & Whistleblowing		A	R/I		C/I	DoHR to recommend via JNC process
Central Team staffing structure		A	R			CEO to recommend to TB
School staffing structure			A		R/I	HT to recommend to DoE
Changes to Trust staffing outside of agreed budget and/or staffing structure		A	R			CEO to recommend
Changes to school staffing outside of agreed budget and/or staffing structure			A		R/I	HT to recommend, ELT to approve, HT to implement
Appointing the CEO & Directors		A	R		C	
Appointing the Head Teacher of a school (permanent/temporary/fixed term)			A/I	C		Chair to be consulted (role on panel TBC)
Senior Leadership Team appointments at school level: Eg. Deputy Head Teacher, Assistant Head Teacher			A		R/I	ELT part of recruitment panel
Appointing Central Team staff			I			
Restructuring of the organisation – School			A		R/I	Present to ELT for discussion. Consult with HR regarding timescales.
Restructuring of the schools			A		R/I	HT to recommend, ELT to approve, HT to implement
Setting CEO & Director Pay		A	R			
Proceeding with TUPE Consultation for a new school joining the Trust/Trust wide project		A	R			

Proceeding with TUPE consultation at school level eg service contracts,			A		R/I	Consult with ELT prior to agreeing any changes / TUPE changes to contract. E.g. Cleaning Services.
Setting of Teaching and Support Staff Pay – in line with Trust's Pay Policy: - Teaching and support staff - Head Teacher Senior Leadership Team (at school level)		A	R		I	
Allegations Management: Allegation of Harm (LADO involvement) In line with Allegations management procedures		A/I	R/I		I	Trust Board approve the process, not the management of each case. WF & OD will be kept updated on progress of cases.
Allegations Management: Low Level Concerns In line with Allegations management procedures		A/I	R/I		I	Trust Board approve the process, not the management of each case.
Trade Union Relationships – manage Trade Union relationship and Joint Negotiating Agreement		A	R/I		I	Recommend the JNC agreement to TB for approval.
Mandatory training – Ensure the monitoring and compliance of all Trust mandatory training		A	R/I		I	Termly – HR team to report. E.g. Bradgate Leaning Hub – has this been completed by all staff?

Finance

	Members	Trust Board	ELT	LAB	HT	Detail
(Approval = A / Recommend = R / Consult = C / Implement = I)						
Overall responsibility of Trust funds		A	R/I			CEO as Accounting Officer to TB
Annual Trust balanced budget in accordance with ESFA timelines		A	R			CEO to work with CFO – balance Trust budget
Annual School balanced budget in line with Trust Finance Policy		A	R		R/I	HTs to work with Finance Managers – balance budgets with staffing level of 75% to 80% of income.
Comply with the funding agreement and Trust Academies Handbook (DfE)		A	R		I	HT to implement
Budget monitoring to support the delivery of school level key priorities			A		R/I	FMs to meet monthly with HTs to support
Trust and School 3 year budget plan, linked ICFPT		A	R		R/I	CFO to report to TB / FM to support HTs
Trust top-slice agreement for each school		A	R		C/I	CFO to inform schools annually (consult if changes needed)
Trust performance against budget – management accounts and forecasts		A	R/I		I	CEO to work closely with CFO / Finance Team
School performance against budget – management accounts and forecasts			A		R/I	HT to work closely with Finance Manager
Internal / External auditors' report – receive and respond		A	R		I	CFO to lead
Ensure financial controls in place – See Academy Handbook		A	R		I	CFO to lead
Trust Finance Policy		A	R/I		I	HT to ensure the KPIs are followed
Trust Reserves Policy		A	R/I		I	HT to comply. Agreed contingency levels equivalent to 1 months running costs per school. Releasing reserves- Decided annually (Dec) after the close of Year End by Trust Board. Assumes 1 months running cost as reserve remain unaffected.

Task						Notes
Annual report and externally audited accounts including accounting policies, signed statement of regularity, propriety, compliance. Inc governance statements showing VFM.		A	R			CFO to lead. Consult with CEO.
Trust's externally audited accounts – submit to EFSA by 31st Dec, circulate to Members, publish on website by 31st Jan, file with Companies House by 31st May		A	R			CFO to lead / Consult with CEO / Governance Lead Professional support admin with TB
Response to auditors' management letter		A	R			CFO to lead
Monthly management accounts – To CEO / Chair of Trustees monthly and FAR six times a year.		A	R			CFO to lead
Agree audit programme for internal and external audit annually		A	R			CFO to lead
Benchmarking financial metrics inside and outside of Trust		I	A/R		I	CFO to lead
Review controls and risk management		A	R		I	CFO to lead
Ensure adequate insurance protection -RPA / Staff absence / Pensions / personal liability		A	R		I	CFO to lead
Asset management plan in place -Sypro			A/R		I	Operations Finance Manager / Estates Manager.
Financial management of capital funding (SCA)		A	R		C	3 yr plan, consult HTs, approved by TB. Report to Exec Team /HTC.
Mandatory training – Use Trust Finance Handbook (understand our model)		A	R/I		I	Trust Finance Handbook training for all HTs. (NEW)
Asset Management - Contract management – Operations Finance Manager - Physical asset, items, resources – Strategic Finance Manager		A	R/I		I	Operations Finance Manager to advise
Trust wide insurance arrangement to comply with Trust's legal obligations		A	R/I		I	Strategic Finance Manager CFO to advise (FINANCE)

		Estates & IT				
		(Approval = A Recommend = R / Consult = C / Implement = I)				
	Members	Trust Board	ELT	LAB	HT	Detail
Annual Health and Safety Policy review / proof of read and return		A	R		R/I	HT must sign and return declaration.
Health and Safety audit report (Trust level) from YMD Boons		A	R/I		R	Estates Manager accountable to organising cycle/follow ups
Health and Safety audit report (school level) from YMD Boons			A		R/I	HT responsible for report and subsequent actions Share actions with LAB every 3 years
Weekly sign off Premises Officer statutory / trust compliance log			A/R		I	HT responsible
Termly monitoring of Premises Officers statutory / trust compliance logs		A	R/I		I	HT/Estates Manager responsible
Weekly building compliance tracker update. -statutory -non statutory		A	R/I		R/I	HT/Estates Manager responsible
Trust Monthly health and safety tracker and periodic updates		A	R/I			Estates Manager responsible
Developing SCA 3 year plan		A	R		C	Estates Manager responsible
SCA income and expenditure review – termly			A		R	Estates Manager responsible
Good estates management review			A/R		R/I	Estates Manager responsible / HT implements
Oversight of all off-site visits for final sign off (E-visits platform)			A/R		R/I	HT responsible
Approved contractor list – regularly updated and communicated to school			A/R		I	Estates Manager responsible / HT implements
H&S / Estates mandatory training plan			A/R		I	Estates Manager recommends / HT implements
Accident reporting system in place and reviewed annually			A/R		I	Estates Manager recommends / HT implements
RIDDOR report in place			A/R		I	Estates Manager recommends / HT implements

Tree Protocols			A/R		I	Estates Manager recommends / HT implements
Acquiring and disposing of land		A	R			All land changes, disposals must go through ELT.
Mandatory H&S / Building compliance training – statutory – Site Team		A	R/I		I	Provide appropriate training for H&S / buildings knowledge.
Asset and premises maintenance strategy		A	R/I		I	
Buildings, personal liability insurance		A	R/I		I	ELT must ensure compliance with RPA, AH, Pensions.
Arranging for site security and maintenance of buildings, inc cleaning on a day to day basis.			A/R/I		I	

Risk Management						
(Approval = A / Recommend = R / Consult = C / Implement = I)						
	Members	Trust Board	ELT	LAB	HT	Detail
Trust risk register – Share termly with TB		A	R/I			Report to TB
School risk register		A	R	C	R/I	Populate prior to LAB meetings (HT to complete) Share with LAB – discuss risks/high level.
Auditing and reporting arrangements for matters of Trust compliance		A	R/I		I	ELT to ensure it is in place across Trust (Trust model)
Auditing and reporting arrangements for matters of School compliance		A	R		I	HT to ensure it is in place in school
Register of business interests- School		A	R		I	LAB Clerk to ensure it is in place in school
Register of business interests – Trust		A	R/I			Trust Clerk to ensure it is in place at Trust
Internet Filtering – School Level			A/R/I		I	LgFL – IT software to track sites pupils visit / review for safety at school level / report to ELT.
Cyber Protection Training		A	R/I		I	HT to ensure training is in place in school annually at Aug INSET / DoHR to report.
Cyber Protection Training – Report to Trust Board		A	R/I			DoHR to report to Trust Board
Equalities legislation		A/I	R/I		R/I	Exec Team to ensure Trust Equalities Objectives in place at Trust level. HT to ensure Equalities objectives in place and reviewed and shared widely across school.
IT Back Up systems – Trust-wide -Advice on systems -Run /check security -Run/check recovery or data		A	R/I		I	Estates Manager to recommend.
Media and PR - overseeing public relations activities			A/R/I		R/I	Consult with ELT prior to talking to the media. This applies to HTs and school / trust staff.
To develop IT systems and security – Office 365, Cyber, Back up – failure could result in RPA non-compliance			A/R/I		I	Ensure Office 365, Cyber Systems, Back up is used correctly by all schools