

Bradgate Education Partnership (BEP) Scheme of Delegation – Annex 3

Trust Board Meeting – 12th September 2018

In this Annex the phrases used have the following meanings:

Consult: the individual/group that should be consulted as part of the process of completing a particular task.

Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Principals this will be at Academy level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or LGB (as appropriate), (ii) the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Principals (as appropriate) and (iii) the Principals they will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board and/or LGB (as appropriate), (ii) the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the Principals they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

Principals: the Head Teachers / Principals at the academy

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the CEO and/or LGB (as appropriate), (ii) the CEO they will be reviewing the Principals and (iii) the LGB they will be reviewing the Principals and his or her leadership team.

Comply: the individual/group will follow agreed policies and procedures.

To assist interpretation of the matters delegated the table below provides additional comment as appropriate.

	Trustees	CEO	LGB	Principals
1. To make the strategic decisions on whether or not more schools can join the trust.	Determine	Consult with HT Committee and Deliver	Consult	Consult
1a.Set strategic objectives of the Trust	Determine	Develop		Consult
1b.Set strategic objectives of the Academy, with links to the Trust.			Review	Develop
2a.Deliver strategic objectives of the Trust	Review	Deliver		
2b. Deliver strategic objectives of the Academy			Review	Deliver
3.To ensure central services are value for money	Determine	Develop		Recommend
4.Scrutiny - review & challenge progress of the Trust against its strategic objectives and KPIs	Review - progress of the Trust and Academies	Report Review - reports from the Principals	Review - progress of the Academy	Report - progress of the Academy to the LGB and CEO
5.Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Review and comply	Deliver and comply Report	Comply Report	Comply
6.Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review and comply	Deliver and comply Report	Comply Report	Deliver and comply Report
7. Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds. -Collection of income, ordering of goods, services and payments.	Determine policies to ensure compliance Review and comply	Deliver and comply Report	Comply Report	Deliver and comply Report

	Trustees	CEO	LGB	Principals
8. Compliance - completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Determine - policies to ensure compliance Deliver		Deliver	
9a. Appointments of Trustees - ensuring processes are in place for the appointment of Trustees (including ensuring that the Trustees have the skills to run the Trust) -Appointed according to skills -Audit of skills	Determine - policies and criteria for the selection of Trustees			
9b. Appointments of Governors- ensuring processes are in place for appointment of Governors (including ensuring that the Governors have the skills to run the Academies) -Appointed according to skills -Audit of skills	Determine LGB ToR	Review	Determine -comply with LGB ToR	
9c. Review Board and LGB and vice versa	Review - the Board's own performance	Report - to the Board on the performance of the LGBs	Review performance of the LGB	
10. Appointment of the Responsible Officer and Audit Committee (Seek advice).	Deliver - appoint Responsible Officer and (if necessary) the Audit Committee	Deliver - the Responsible Officer role		
11. Appointment of Clerk - Board and LGBs.	Deliver for Trust		Deliver for LGB	

	Trustees	CEO	LGB	Principals
12. To appoint the Accounting Officer (MAT).	Deliver			
13a. To maintain a register of formal contracts entered into, amounts paid and certificates of completion (Sch).	Review			Deliver
13b. To maintain a register of formal contract entered into, amounts paid and certificates of completion (MAT).	Review	Deliver		
14a. To retain quotes obtained for goods, works and services (Sch).	Review		Comply	Deliver
14b. To retain quotes obtained for goods, works and services (MAT).	Review	Deliver		
15a. Ensuring that all correct invoices are certified by authorised people before payments is made, retaining any accompanying documentation (Sch).	Review		Comply	Deliver
15b. Ensuring that all correct invoices are certified by authorised people before payments is made, retaining any accompanying documentation (MAT).	Review	Deliver		
16a. To make payments within agreed financial limits. -Capital spend up to 10K (Sch).	Determine the financial limits.	Deliver - In line with Finance Policy.	Review - In line with Finance Policy.	Deliver - In line with Finance Policy.
16b. To make payments within agreed financial limits. -Capital spend up to 10K (MAT).	Determine the financial limits.	Deliver - In line with Finance Policy.		Consult - In line with Finance Policy.

	Trustees	CEO	LGB	Principals
17a. Authorisation of any tender documents (Over 10% of budget) (Sch).	Determine and deliver		Review - In line with Finance Policy.	Deliver - In line with Finance Policy.
17b. Authorisation of any tender documents Over 10% of budget) (MAT).	Determine	Deliver - In line with Finance Policy.		Consult - In line with Finance Policy.
18. Appointment of auditors (Sch and MAT).	Determine	Deliver		Comply
19a. To compile records to ensure an audit trail (Sch).	Determine		Comply	Deliver
19b. To compile records to ensure an audit trail (MAT).	Review	Deliver		
20a. To implement any recommendations arising from an audit inspection (Sch).			Comply	Deliver
20b. To implement any recommendations arising from an audit inspection (MAT).	Review	Deliver		
21. Policies -review and approval of Trust Wide Policies. Key employment and statutory policies <i>See Trust Policy list.</i>	Determine - based recommendation from HT committee	Deliver - presenting polices to the Board for approval Report - material non-compliance to the Board	Comply	Deliver - presenting Academy specific policies for approval by the LGB Report - non-compliance to the LGB and the CEO
22. Prepare Terms of Reference for LGBs - Also known as Annex 3	Determine		Comply	

	Trustees	CEO	LGB	Principals
22a. Prepare terms of reference for Trustees (Articles) -	Deliver Review - annually	Develop	Inform LGB	
23. Training programme for trustees and governors. (Link to GDS)	Deliver	Develop	Min expectations of 2 sessions per yr.	Consult
24. Academy Development Plan - for each Academy in line with strategic aims of the Trust. Development Plan template agreed. SEF template agreed.	Review	Deliver - Trust overview of (snapshot) priorities. Link Trust Development Plan to academies.	Review	Deliver and review the Academy Development Plan (Involvement from CEO if school considered at risk.) Report progress to LGB
25. Key Performance Indicators - setting and reviewing performance of the Trust & the Academies against an agreed alert system. KPIs for: Website Curriculum and Standards Health and Safety Finance	Determine Review - performance against KPIs	Review	Comply - send KPIs to Trust termly.	Deliver - performance of the Academy against KPIs Report - performance of the Academy to LGB / discuss / minute actions.

	Trustees	CEO	LGB	Principals
26. Quality of Teaching and Learning - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes (statutory requirements to be met).	Review - the work of the CEO	Deliver - supporting the Academies and intervening where appropriate	Review - at the Academy	Review and deliver management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LGB
27. Curriculum - setting the curriculum for the Academies and reviewing its appropriateness. Appropriateness/statutory elements.	Review - appropriateness of the curriculum across Trust	Deliver Recommend Review and report	Consult Review Determine	Deliver
28. Pupil Premium - reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap. Agreed Pupil Premium template.	Review	Report - to Board effectiveness of use of the Pupil Premium across Trust	Review - how Pupil Premium is spent at the Academy. BEP Template.	Deliver Determine - effectiveness of use of the Pupil Premium
29. Set admissions Principal for the Trust (Statement of Principal).	Determine	Deliver		Consult
30. Set admissions policy for the Academy.	Consult	Consult	Determine & review	Deliver
31. Collective worship arrangements for school without religious character.		Review	Review	Deliver
32. Academy Hours - setting the opening and closing times for the Academies / Length of day.	Review		Determine	Deliver

	Trustees	CEO	LGB	Principals
33. Term Dates -Ensure 380 sessions per year.	Review	Determine with HTC.	Approve	Determine with CEO
34. School lunch - ensure provided to appropriate nutritional standards.			Review	Deliver
35. Provision of free school meals to those meeting criteria, including UFSM.			Review	Deliver
36. To prohibit political indoctrination and ensuring the balanced treatment of political issues (prohibit religious and radical too).	Review	Report	Review	Deliver
37. To track and monitor attainment and progress data using the agreed assessment system (Not decided, under discussion). -Target Tracker agreed for all Primary	Review	Deliver	Review	Deliver
38. Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies so as to the secure the Trust's financial health in the short term and the long term. 5% top slice, aim is to hold this across the MAT.	Determine - in consultation with the LGBs	CFO - Recommend a funding model to the CEO / Board for approval. Review	Comply	Comply
39a. To determine staff complement within agreed budget (Sch).		Review	Review - In line with Finance Policy.	Deliver - In line with Finance Policy.
39b. To determine staff complement within agreed budget (MAT).	Review	Deliver - In line with Finance Policy.		

	Trustees	CEO	LGB	Principals
<p>40. Trust Annual Budget - formulating and setting the Trust wide budget.</p> <p>Ensure reserves are at least 1 month salary costs + monthly running costs.</p> <p>Academies to manage own reserves with regards to positive / negative balances.</p> <p>E.g.</p> <p>Positive balances remain at each academy.</p> <p>Negative balances need addressing by each academy.</p>	Determine	<p>CFO Deliver - on preparation of Trust budget and present to CEO and then Board for approval.</p> <p>Review - submission of Trust budget to the EFA</p> <p>- In line with Finance Policy.</p>		
<p>41. Academy Annual Budgets - formulating and determining the Academy budget / If deficit, consult with CEO/CFO prior to setting.</p> <p>NB. Deficit budgets will not be accepted, AFH/BEP doesn't permit a deficit budget.</p> <p>Ensure reserves are at least 1 month salary costs + monthly running costs.</p>	Determine	<p>Review - submission of Academy budgets to the EFA - In line with Finance Policy.</p>	<p>Consult - with CEO in respect of the Academy's requirements</p> <p>Comply</p> <p>If deficit, clarify with CEO/CFO - In line with Finance Policy.</p>	<p>Deliver - on preparation of Academy budgets in consultation with the LGBs and present to the Board for approval - In line with Finance Policy.</p>
<p>42. Expenditure and ensuring delivery of each Academies Annual Budgets.</p> <p>NB.</p> <p>Academies are asked to operate within their financial limitations (avoiding deficit budgets).</p> <p>FAR Committee to make recommendations to the academy and report to the Board (deficit budgets or exceptional expenditure).</p>	Review	<p>Report - to the board any material issues with delivery against the Annual Budget by the Academies (Report to FAR Committee).</p> <p>Receive reports - on matters of concern in connection with compliance with the Annual Budgets</p>	<p>Determine</p> <p>Report - to the CFO any issues with expenditure or compliance with the Annual Budgets by the Academy (e.g. deficits).</p> <p>(HT & LGB must report) - In line with Finance Policy.</p>	<p>Report & Deliver - to the LGB any need for any matters of concern in respect of the Academy's annual budget - In line with Finance Policy.</p>

		Trustees	CEO	LGB	Principals
			- In line with Finance Policy.		
	43. To monitor monthly Academy expenditure against the set budget (E.g. % spend as per cost centres).		CFO - Review	Review	Deliver
	44. Reporting: Financial reporting and KPIs. (See Flowchart).	Determine	CFO - Deliver	Review Complete Finance KPIs termly.	Deliver Complete Finance KPIs termly.
	45. Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies.	Determine	CFO - Deliver Review effectiveness - In line with Finance Policy.	Review Delivery - Academy Comply - In line with Finance Policy.	Comply - In line with Finance Policy.
	46. Approving annual accounts (MAT).	Determine	CFO - Deliver - arrange for auditing and filing of annual report and accounts - In line with Finance Policy.	Comply - by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts - In line with Finance Policy.	Deliver - In line with Finance Policy.
	47. Risk Register. NB. Agree template for Risk Register with HTC.	Determine - MAT	Deliver - management of corporate risk register	Review - Academy risk register for school	Deliver - management of Academy risk register

	Trustees	CEO	LGB	Principals
48. Investments - agreeing the Investment Policy in line with the Academies Financial Handbook and any internal policies and controls (MAT and Academies).	Determine and review delivery - MAT	CFO - Deliver for MAT, advise LGBs.	Comply - In line with Finance Policy.	Deliver - In line with Finance Policy.
49. Appointing the CEO.	Determine		Consult.	Consult.
50. Appointing the Principal or re-structuring leadership at each Academy. <i>NB. Terms of reference for HT / Principal appointment will be written.</i> <i>Same protocols used for interim Head Teacher or long absence cover of Head Teacher.</i>	Determine - ensure Trustees understands the context of the school appointing.	Determine - sit on appointment panel along with representatives of the relevant LGB CEO re: HT CFO re: SBM	Determine - At least 3 LGB representatives to sit on the appointment panel with the CEO & a Trustee.	
51. Appointment of senior Trust staff (in line with recruitment policy). -Chief Financial Officer (CFO) -Director of Schools -TSA staff	Determine - a set up a Recruitment Panel consisting of CEO, LGB, Principle.	Deliver and consult.	Inform	Consult
52. Appointing Academy Staff (when a substantive HT in post). -DHT & AHT		Consult (panel involvement). CEO or Director	Determine	Determine
53. Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations.	Determine Review	Comply	Comply	Comply

	Trustees	CEO	LGB	Principals
<p>54a. Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations).</p> <p><i>CEO on review committee with Trustee.</i></p> <p>HR are in agreement</p> <p>HT = CEO or Trustee and 2x Governors / Independent Advisor</p> <p>Trust to attempt to use the same independent person for Primary HT PM review advice (Lesley Turner). To be charged back to school.</p> <p>Trust to attempt to use the same independent person for Secondary HT PM review advice (John Turner). To be charged back to school.</p>	<p>Review - in respect of CEO</p> <p>Receive reports - in respect of appraisal arrangements and outcomes</p> <p>Determine - any appeals in respect of different staffing groups.</p> <p>Final Appeal - Independent panel of 2xHT / 1X Trustee to review any final appeal from school / cross-trust staff.</p>	<p>Review - in respect of Principals and cross Trust staff (and any appeals from Academy staff)</p> <p>Review - and Report - (annually) to the Board on appraisal arrangements and outcomes.</p>	<p>Review & assure - in respect of performance management of Principals</p> <p>Determine & review - any appeals respect of all other staff</p> <p>HT = Independent external person to support LGB (x2) & Trustee from Pay, Performance Management Committee / CEO)</p>	<p>Review - in respect of all other staff</p> <p>Report - annually to the LGB on appraisal arrangements and outcomes.</p>
<p>54b. Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations).</p> <p>CEO - 3x Trustees / 1x External for advice</p> <p>Trust to attempt to use independent person for CEO / Secondary HT PM review advice (John Turner).</p>	<p>Final Appeal - Independent panel of 3x Trustee to review any final appeal from CEO.</p>	<p>CEO - Performance managed by, 1x External for advice, 3x Trustees.</p> <p>CEO - pay appeals to be heard by the independent panel made up of trustees.</p>	<p>Secondary HT - Performance managed by, 1x External for advice, 2x Trustees</p>	

	Trustees	CEO	LGB	Principals
<p><i>55. Setting Terms and Conditions of Employment.</i></p> <p><i>BEP is the employer.</i></p>	Determine - and consider any proposals by LGBs and make amendments if needed.	Recommend.	Comply	Comply
<p><i>56. Dismissing CEO, Principals, senior / cross Trust staff (in accordance with the Trust disciplinary and capability policies)</i></p>	<p>Review - in respect of the CEO with HR.</p> <p>Determine all dismissals of senior staff (CEO, HT, FD, Dir Sch).</p>	<p>Review - in respect of Principals, cross academy staff and senior leadership teams of the Academies</p> <p>Report - any cause for concern to the Board (termly).</p>	Determine - in respect of the Principal of the Academy with CEO. Trust approval and with HR.	Comply
<p><i>57a. Dismissing all other staff (in accordance with the Trust disciplinary and capability policies)</i></p>	Review	<p>Review</p> <p>Report - to the Board</p> <p>Review -Trust staff</p>	<p>Review (in consultation with the CEO)</p> <p>Determine & Report - to the CEO/FD.</p>	Determine & Recommend
<p><i>57b. Restructuring of staff at the academy / pre-school.</i></p>	Review	Review	Review (in consultation with CEO)	Determine & Recommend
<p><i>58. Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy.</i></p>	Determine	CEO / CFO - Deliver	Comply	Comply

	Trustees	CEO	LGB	Principals
59. Determining and allocating central services provided to the Academies by the Trust.	Determine	CEO / CFO - Deliver on recommending the allocation of services to the Board	Consult	Consult
60. Overseeing the effectiveness of services provided centrally by the Trust.	Review	Deliver and report to Board	Report - to the Board	Consult
61. Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained. NB. Report termly using the H&S KPIs.	Determine - Trust wide KPIs for use	Recommend	Comply - Report through KPIs	Deliver - in accordance with Academy policy
62. Acquiring and disposing of Trust land. Inc the purchase of land. E.g. A woodland.	Determine & Comply	Comply	Comply	Comply
63. Changing use of Fixed Assets.	Determine		Recommend to the Board of any changes to fixed assets used by the Academy	
64. Arranging insurance for the Trust.	Determine	Deliver		Consult
65. Media and PR - overseeing public relations activities linked to Academy crisis management situations. Policy for dealing with media / set response needed / risk reg etc. Who to contact in a crisis? BCP needed for MAT.	Review	Consult & Determine - Trust wide activities	Comply	Consult and comply.
66. Development of the Trust website. NB. Statutory duties.	Determine	Deliver	Consult	Consult

	Trustees	CEO	LGB	Principals
67. To review all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days / or can't sit public examinations (Can be delegated to Chair/Vice Chair in urgent cases).	Final appeal with CEO, Legal and HT / Trustees.		Determine Appeals at LGB level (first).	
68. To establish and implement a Behaviour Policy.			Determine	Determine
69. Admissions: Application and appeal decisions.	Determine - Use of LA service		Comply	Deliver
70. Buildings, personal liability insurance. -Inc. reviewing insurance cover	Determine	Deliver	Review	Determine
71. Developing schools buildings strategy for CIF bids and expansion.	Approve	Approve	Determine	Determine
72. Procuring and maintaining buildings, including developing maintenance plan.	Approve	Approve	Review	Determine
73. Arranging for site security and maintenance of buildings and furniture on a day to day basis.			Review	Deliver
74. Maintaining an inventory of: - Moveable items equipment and checking this annually -property borrowed by staff			Review	Deliver
75. Authorisation of disposal of all unsuitable and obsolete equipment.			Review	Deliver
76. To appoint the Chair of the LGB.			Determine Deliver	
77. To hold a full LGB meeting at least three times in a school year.			Determine & Deliver	Deliver
78. To appoint and remove members of the LGB. NB. In line with LGB Terms of Ref.		Consult if needed.	Deliver Determine	Consult

	Trustees	CEO	LGB	Principals
79. To set up a Risk Register of members business interests.				
80. To approve and set up a Members'/Trustees & Governors expenses scheme.	Determine	Review	Comply	Comply
81. To discharge duties in respect of pupils with SEN by appointing a 'designated person' (SENCO). Standard SEN Policy across the group.	Determine		Review - Appeals to LGB in first instance.	Deliver
82. To decide to offer additional activities and to what form these should take (School based)			Determine	Determine Deliver
83. To put into place the additional services provided (MAT)	Determine	Deliver	Inform	Consult
84. To be informed about very serious safeguarding issues that may be detrimental to the Trust.	Determine - LA allegations officer.	Report to Trust	Report	Report
85. To control IT systems, security and privacy of data. Data protection to be controlled at MAT level. Data Protection - Trust wide policy.	Determine	Deliver	Comply	Consult and comply
86. To develop an ICT strategy and systems for effective use of IT and data management within the Trust.	Determine	Deliver	Comply	Consult and comply

BEP Board Meeting (12th September 2018)

Signed:
Chair of the Board