

Scheme of Delegation

Autumn 2022

Monitoring and Review of this Document:

The Trust shall be responsible for reviewing this document from time to time to ensure that it meets legal requirements and reflects best practice.



Brigshaw Learning Partnership MAT exists to provide a cradle to career education that allows our children to enjoy lives of choice and opportunity. By the age of 18, we want every child to have the option of university or a high quality alternative.

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1: Governance Arrangements

Brigshaw Learning Partnership (BLP) is a multi-academy Trust, which is one legal entity responsible for the running of academies.

The Governance Structure of the multi-academy trust has 3 primary purposes, which are:

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff
- Overseeing financial performance of the organisation and making sure its money is well spent

BLP has a Finance Manual that sets out how the Trust and schools handle their finances in a clear and responsible manner; meeting the requirements of the ESFA's Academy Trust Handbook (previously called the Academies Financial Handbook). This is reviewed annually. The Trust is accountable to the Education Skills Funding Agency (ESFA) for proper use of public funds. The purpose of the BLP Finance Manual is to set out the financial regulations the Trust and academies adhere to, therefore providing the BLP Board with assurances that the resources are being properly applied in delivering the educational objectives of the Trust. These regulations apply to the Trust and all BLP academies and are relevant to staff at all levels, in particular, office administration staff, senior leaders, Headteachers and central staff. This document lays out the levels of delegations from the Trust board over its specific duties. It serves as a decision-making framework.

2: Governance & Organisation Structure

- **Members** – Members have responsibility for ensuring the purpose of the Trust and its charitable objectives are met, determining the Trust's constitution and governance structure, and appointing and



removing Trustees and Members; this is a strategic ‘eyes on, hands off’ role. This Scheme of Delegation focuses on the delegations from the Trust Board within the Trust. Members have an overarching oversight role, but are referenced in their role to amend the Trust’s Articles and appoint the external auditors.

- **Trust Board** – The Trust Board hold ultimate legal accountability for all aspects of operational delivery, as well as being responsible for Trust policy and decision-making. The Board will also be the employer. The Trustees oversee the management and administration of the Trust and the schools run by the Trust and delegate authority and responsibility to others, including executive officers and school leadership teams who undertake the day to day management of the academies. Trustees are both the charity trustees and company directors. Key matters reserved to the Board include strategic direction, vision and values, and approval of the Trust business plan, policy delegation and educational targets. The Trust Board is supported by the Finance and Resources, Audit and Risk Committee, Standards and Curriculum Committee, Pay Committee, Local Governing Bodies and, if required, an Emergency Committee.
- **Executive Team** – the Executive Team is comprised of the Chief Education Officer (and accounting officer) the Chief Financial Officer, the Chief Operating Officer and the Governance Professional. It is responsible for the operational running of the organisation at Trust level and supporting Trust academies with academy level operational matters.
- **Head Teacher** – the Head Teacher is responsible for a range of operational delivery areas within their academy, in line with BLP Trust delivery models.
- **Local Governing Body** – the Local Governing Bodies are sub-committees which are accountable to the Trust Board. They ensure that the Headteachers fulfil their responsibilities for educational outcomes for children and young people; safeguarding; and health & safety of their academy. In other areas, they provide a crucial challenge and support role by monitoring academy outcomes.

The Members of the Board and Trustees have ultimate responsibility for the Trust’s finances and educational outcomes. It is specifically responsible for ensuring that the Trust’s funds are used only in accordance with the following documents:

- BLP Articles of Association
- The Funding Agreement
- The ESFA Academy Trust Handbook

The main responsibilities of the Board as outlined in the Funding Agreement include:

- Ensuring that the grant from the funding body is used only for the purposes intended
- Approving the annual budget
- Approving the scheme of delegated authority
- Appointing key members of staff (CEO, Headteacher and Chair of Local Governing Body)
- Establishing a Finance & Audit Committee, setting and varying its terms of reference and reviewing its work

Trustees have statutory duties as Company Directors, which are set out in sections 170 to 177 of the Companies Act 2006. These comprise of duties to:

- Act within their powers



- Promote the success of the company
- Exercise independent judgement
- Exercise reasonable care, skill and diligence
- Avoid conflict of interest
- Not to accept benefits from third parties, and
- Declare any interest in proposed transactions or arrangement

At all levels of BLP governance, Members, Trustees and Local Governors will act in accordance with the BLP Governance Code of Conduct and the Nolan Principles of public life:

The Seven Principles of Public Life

(Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations).

Selflessness - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership - Holders of public office should promote and support these principles by leadership and example.



3: Scheme of Delegation - Powers and Duties Reserved for the Trust

The Trust is responsible for the operational and the financial probity of its academies. As such, the BLP Board has provided the Trust's Scheme of Delegation. The Accounting Officer, a role carried out by the Chief Education Officer, reserves the right to suspend and/or withdraw the delegated authorities given to a Local Governing Body, in whole or part where these financial regulations are not being adhered to. This would effectively withdraw delegated financial authority to make expenditure on staff or other resources. This could also result in the Accounting Officer (a role currently undertaken by the Chief Education Officer) recommending to the Trust Board that the Local Governing Body be removed and replaced with Interim Advisory Board (IAB).

The Accounting Officer role is mandated by the DfE and this role is personally responsible to Parliament, and to the ESFA, for the resources under their control, and must be able to assure Parliament and the public of the high standards of the probity in the management of public funds. The Accounting Officer takes personal responsibility for regularity and propriety.

Senior Officer Roles

The following list provides an overview of the senior roles within the Trust who are responsible for financial management:

Trust Board: The members of the Board have statutory duties as Company Directors, which are set out in sections 170 to 177 of the Companies Act 2006.

Chair of Trust Board: Manage the Trust Board and the Performance Management of the CEO.

Chief Education Officer – As the appointed Accounting Officer, this is the key executive responsible for delivering the overall strategy of the Trust, including its educational outcomes within the constraints of financial sustainability. This role leads on the deployment of resources on a day-to-day basis. This role has specific accountability, ultimately for the educational performance of academies within the Trust. The Chief Education Officer can recommend to the Trust Board that delegated authorities given to a Local Governing Body be suspended and/or withdrawn, in whole or part, where the educational performance of the academy and its leadership and management becomes a concern. This could also result in the Chief Education Officer recommending to the Trust Board that the Local Governing Body be removed and replaced with Interim Advisory Board (IAB).

Head Teacher – Responsible to the Accounting Officer/Chief Education Officer for pupil outcomes and the management of the Academy's finances. The Headteacher takes responsibility for the educational performance and management of the academy's financial position, ensuring that:

- children and young people are set challenging, aspirational targets, receive a high quality education and perform to the best of their ability
- basic controls over the finances are adhered to and making sure that all financial matters are conducted with due consideration for regularity, propriety and value for money.

Note: The overriding legal assumption that sits behind the scheme of delegation is that all academies are governed by one Trust and a single Board of Directors. The Board of Directors is the legally accountable body. Although the Trust Board may delegate many of its functions it still remains accountable for these functions.



4: Strategic Level Division of Responsibilities

Functional area	Board	Chief Education Officer / Executive Team	School Head Teacher	Local governing body (LGB)
Teaching & learning (including non-teaching staff role)	<ul style="list-style-type: none"> ● Approve the strategic vision for education ● Accountable for the overall quality and impact of teaching 	<ul style="list-style-type: none"> ● Responsible for the overall quality and impact of teaching across the Trust ● Responsible for maintaining a view of the quality of teaching in all schools through effective Teacher Evaluation ● Responsible for maintaining a view of the quality of teaching support in all schools through effective support and CPD ● Delivery of Trust Professional Development ● Development of the BLP Schools ● Support school Headteachers in setting the school strategic vision for approval by CEO and model for teaching, arranging CPD/ coaching and reporting on teacher performance ● Evaluate and review the quality of teaching, assessment and student attainment within schools. 	<ul style="list-style-type: none"> ● Implement Trust-wide approaches to Teacher Evaluation ● Set and deliver the vision and model for developing teaching and approach to improving teacher quality ● Arrange CPD and coaching for teachers ● Non-teaching staff performance/CPD? 	<ul style="list-style-type: none"> ● Monitor the consistent application of Trust policies, procedures and practice in relation to the school's approach to securing and ensuring the quality and impact of teaching and non-teaching, including the effectiveness of CPD for teachers and non-teachers ● Review School Development plan and self-evaluation, ensuring it is in line with Trust objectives



Functional area	Board	Chief Education Officer / Executive Team	School Head Teacher	Local governing body (LGB)
Curriculum & assessment	<ul style="list-style-type: none"> • Approve Trust pupil performance targets • Accountable for all curriculum and assessment practices meeting requirements laid out in statutory guidance 	<ul style="list-style-type: none"> • Responsible for Trust targets, approve school targets • Responsible for all curriculum and assessment practices, meeting requirements laid out in statutory guidance • Determine the Trust assessment cycle • Undertake Achievement Reviews in line with review cycle • Provide guidance to schools on approaches to assessment, curriculum and inclusion • Approve school curriculum and assessment models • Commission SEND & PP audits 	<ul style="list-style-type: none"> • Accountable for meeting school targets • Propose school targets to Executive team • Ensure that school targets relate to individual pupil targets • Implement the trust assessment cycle • Develop school approaches to assessment, curriculum and inclusion • Engage with SEND & PP audit process 	<ul style="list-style-type: none"> • Review school approaches to assessment, curriculum, inclusion • Review approach to SEND & PP • Review the impact of SEND and PP funding • Consulted on school targets (Chair) • Monitor progress towards school targets • Appoint link governor for SEND and PP



Functional area	Board	Chief Education Officer / Executive Team	School Head Teacher	Local governing body (LGB)
Culture, ethos & wellbeing	<ul style="list-style-type: none"> • Setting the Trust vision and ethos • Approve Exclusions, Behaviour and Safeguarding policies • Accountable for exclusions, pastoral and safeguarding arrangements meeting national requirements laid out in statutory guidance • Other Policies approved as per the Policy delegation list 	<ul style="list-style-type: none"> • Agree Exclusions and Safeguarding policies • Responsible for exclusions, pastoral and safeguarding arrangements meeting national requirements laid out in statutory guidance • Agree Behaviour and Safeguarding policies • Responsible for ensuring Trust practices around Exclusions, Pastoral and Safeguarding arrangements meet national requirements • Arrange Exclusions training and independent review panels (IRPs) • Instruct annual safeguarding audits to be undertaken and report to the Board • Respond to issues flagged by DBS • Provide guidance to schools on a positive approach to culture, ethos and wellbeing • Ensure schools handle complaints in line with Complaints Policy • Provide guidance to Headteachers to ensure effective pastoral arrangements and adherence to safeguarding and child protection policies • Sign off Permanent Exclusions and review fixed term exclusion data • Review school mobility trends 	<ul style="list-style-type: none"> • Set school approaches to culture, ethos and wellbeing including the behaviour model and routines, attendance and inclusion practices • Ensure compliance with Trust and school policies and guidance on statutory responsibilities • Implement effective school attendance, inclusion and safeguarding procedures inc. training and DBS processes within Trust policies • Set internal exclusions procedures and ensure exclusion administration fulfils all relevant requirements for these, fixed term and permanent exclusions • Respond to safeguarding and other complaints against staff • Oversee referral of at-risk children to Local Authority and other agencies 	<ul style="list-style-type: none"> • Review school approach to culture, ethos and wellbeing including behaviour model and routines, • Review approach to attendance and inclusion • Review Exclusion decisions through KPI figures • Participate in Trust wide exclusion review panels if required • Informed of safeguarding complaints, referrals and training within school • Appoint Safeguarding Link governor • Review school Single Central Record and school safeguarding arrangements • Appoint LAC link governor • Receive relevant policies under this functional area



Functional area	Board	Chief Education Officer / Executive Team	School Head Teacher	Local governing body (LGB)
Our people	<ul style="list-style-type: none"> ● Approve HR policies requiring board approval ECT, Pay, whistleblowing ● Accountable for meeting statutory reporting requirements ● Approve staffing structure as part of Pay Policy 	<ul style="list-style-type: none"> ● Agree all Trust HR policies including recruitment, performance management, capability, disciplinary/grievance, leave and organisational change ● Undertake an annual staff wellbeing and workload survey ● Set overarching approach to attraction & recruitment & performance appraisal ● CEO to set central staff structure ● Develop HR plans for schools to ensure staffing structures, skills sets and future workforce plans are in place and within budget, and that risks identified in HR monitoring and reports are acted upon ● Oversee Headteacher appointments ● Be responsible for Headteacher induction ● Line manage Headteachers in line with performance targets; support with coaching & mentoring ● Responsible for managing levels of TUPE risk identified during due diligence for new schools ● Decide on tribunal and settlement strategies ● Review growth opportunities ● Provide strategic guidance to Headteachers to support staff line management according to performance targets ● Engage in Disciplinary and Grievance panels and appeals 	<ul style="list-style-type: none"> ● Establish a culture and level of organisation which actively contributes to staff wellbeing ● Recruit for and induct to school roles in line with overall BLP approach to attraction and recruitment ● Implement BLP approach to performance appraisal, probation, leadership development, pay and benefits, disciplinary and grievance including investigations at school level and other HR policies as relevant ● Approve and ensure effective SCR (Single Central Record) procedures are being followed ● Determine the school staffing structure in line with budget requirements 	<ul style="list-style-type: none"> ● Monitor compliance with SCR (Single Central Record) process ● Receive safeguarding reports via Head Teacher Report to LGB ● Participates in Headteacher appraisal (Chair) ● Informed of performance management process and outcomes for staff ● Informed of HT appointments and dismissal ● Consulted on restructure proposals ● Receive relevant policies under this functional area



		<ul style="list-style-type: none">• Conduct the schools Pay Award and Pay Scales process annually in consultation with unions• Provide employee relations, KCSIE (Keeping Children Safe in Education) checks and SCR (Single Central Record) reporting, payroll, pensions and recruitment training and guidance to schools• Liaise with unions• Oversee all HR monitoring and reporting• Accountable for meeting statutory reporting requirements		
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Functional area	Board	Chief Education Officer / Executive Team	School Head Teacher	Local governing body (LGB)
Parents & community	<ul style="list-style-type: none"> Accountable for meeting statutory admissions and publication requirements Act as Admissions Authority for all schools in the Trust 	<ul style="list-style-type: none"> Responsible for meeting statutory admissions and publication requirements Manage external relationships with local authorities and Regional Schools Commissioner Oversee admissions arrangements including policies Oversee compliance with website publication requirements Provide advice/guidance on media communications, ensuring consistency Manage crisis communications Set school brand guidelines and website design Provide guidance and examples of best practice on communication with parents 	<ul style="list-style-type: none"> Manage school admissions appeals in line with BLP guidance Maintain effective engagement and communication with parents and the wider community Maintain school website in line with compliance requirement Plan and deliver open days, offer and acceptance process and parental engagement Manage local media, community, LA relations Approve FAP admissions 	<ul style="list-style-type: none"> Support engagement with parents, community and LA Consulted on changes to admissions policy Receive relevant policies under this functional area Ensure website is complaint and meets DfE statutory requirements
Finance	<ul style="list-style-type: none"> Approve relevant Finance policies as per the policy delegation list Approve Executive Team and Headteacher remuneration 	<ul style="list-style-type: none"> Set all Finance policies and procedures including policies and best practice around financial control Propose the BLP Scheme of Delegation to the Audit & Risk Committee Set Headteacher pay Set school and central finance targets and budgets including setting holdback top slice? charge 	<ul style="list-style-type: none"> Develop and propose school revenue and capital budget and 3-year plan Deliver financial targets Ensure compliance with the financial Scheme of Delegation 	<ul style="list-style-type: none"> Informed of finance policies and budget targets Informed of the delegated budget and finances for the school and management accounts Review the impact of spending on pupil outcomes



	<ul style="list-style-type: none"> • Accountable for meeting statutory requirements around reporting, budget submissions and financial controls • Approve funding from reserves • Review internal and external audit outcomes • Direct auditing program • Follow the delegated levels set out in the Trust Finance Regulations including purchases, contracts, procurement etc • Ensure investment risk is properly managed and 	<ul style="list-style-type: none"> • Prepare Trust budgets, forecasts, reports, statements & tax returns • Manage internal and external audits • Accountable for meeting statutory requirements around reporting and budget submissions to Companies House and ESFA • Decide procurement strategy, including mandating contracts and frameworks for tenders. • Ensure that the delegated approval levels in the Trust Finance Regulations are followed and Board approval is sought where required • Share monthly management accounts with the Chair 	<ul style="list-style-type: none"> • Determine school staffing structure • Engage in internal audit activities at school level • Deliver finance administration and internal controls arrangements in line with BLP approach • Identify and engage in activities to generate additional income, including actively engaging in letting opportunities 	<ul style="list-style-type: none"> • Informed of capital plans and proposed funding • Informed of procurement activity • Support activities to generate additional income • Receive relevant policies under this functional area
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	<ul style="list-style-type: none"> track financial exposure • Ensure effective financial oversight, regularity and propriety in the use of funds • Approve top slice • Review Risk Register 			
Recruitment	<ul style="list-style-type: none"> • Approve wider recruitment strategy as part of strategic plan 	<ul style="list-style-type: none"> • Recruit for central & Headteacher roles • Conduct pre-appointment checks for central/ Headteacher roles • Sign off school budget and staffing structures • Review Headteachers' pay recommendations for staff • Review DHT and AHT PM in consultation with HT • Set school improvement budget and agree with Headteacher's school funding arrangements • Oversee all accounting and finance teams • Sign off on year end packs for all schools • Sign off on all items of exceptional spend • Sign off any new roles • Outside the agreed budget model staffing structure 	<ul style="list-style-type: none"> • Approve all new recruitment (replacement and new roles) for positions where base salary is less than £70k and within agreed budget model staffing structure 	<ul style="list-style-type: none"> • Review updates on recruitment and retention data • Receive relevant policies under this functional area
IT	<ul style="list-style-type: none"> • Approve Data Handling Policy • Approve network IT 	<ul style="list-style-type: none"> • Set Trust's IT policies • Set the trust's IT strategy • Lead on engagement with IT contractors/ service providers at school level • Set schools' IT and Acceptable Use policy • Lead on contract management for overall IT service 	<ul style="list-style-type: none"> • Set school IT strategy (in line with trust scope) • Implement the Acceptable Use policy amongst pupils and staff • Approve IT Project budgets 	<ul style="list-style-type: none"> • Informed of IT strategy including capital investments • Receive relevant policies under this functional area



	outsourcing strategy	<ul style="list-style-type: none">• Set standardised solutions• Lead on IT procurement• Ensure cyber risk is managed	<ul style="list-style-type: none">• Engage and approve decisions for IT Projects• Ensure that procurement is in line with the IT Catalogue and procurement• Inform filtering policy of what can and cannot be whitelisted in school	
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