

SCHEME OF DELEGATION

July 2023 v11

Scheme of Delegation

Version	11.0		
Approved by Board of Directors	Approved 20/07/23		
Version	Date	Description	Revision author
1.0	Sept 2016	Trust Version Created	Board
2.0	5 th July 2017	Annual Update (draft until approved at Board 13/7/17)	DJH/CT
3.0	19 th October 2017	Updated for Board 19/10/17	CDT
6.0	16 th July 2018	Approved at Board 12/7/18	CDT
7.0	3/7/19	Approved at Board 11/7/19	CDT
8.0	22/6/20	Approved at Board 2/7/20	DJH/VB/CT
9.0	22/6/21	Approved at Board 1/7/21	DJH/VB
10.0	14/9/22	Approved at Board 20/10/22	SAW
10.1	16/03/23	Change to restructure/nominations committee responsibility (approved at Board 09/03/23)	CJB
10.2	05/06/23	Added clarity to delegated powers relating to suspension data and updated organisational and leadership chart	CJB/SAW
11.0	20/07/23	Change to remove references to Education committee and to reflect Local School Committee arrangements	SAW/CJB

Contents

1	Definitions	5
2	Beckfoot Trust Core Purpose and Principles	6
	<i>Beckfoot Trust – Who we Are</i>	6
	<i>Why Do We Exist?</i>	6
	<i>How do we Behave?</i>	6
	<i>What Do We Do?</i>	6
	<i>How will we succeed? (Strategic anchors with our Target Operating Design Principles in bold)</i>	6
	<i>Conditions for Membership of Beckfoot Trust</i>	6
	<i>Our Principles of Alignment and Key Features</i>	7
3	Key Documents Linked to the Scheme of Delegation	7
	<i>Trust Policies and Key Documents</i>	7
	<i>Business Management Manual</i>	7
	<i>Corporate Strategy (Includes our high level 5 Year Plan)</i>	7
	<i>One Trust Contract</i>	7
4	Governance and Operational Structure of Beckfoot Trust	8
5	Powers and Duties reserved for The Members	8
6	Powers and Duties Reserved for The Trust Board	9
7	Powers and Duties delegated to Committees of the Board and The Local Advisory Body (Local School Committee)	11
	<i>Powers and Duties Delegated to the Business Committee</i>	11
	<i>Powers and Duties delegated to the Audit and Risk Committee</i>	12
	<i>Powers and Duties delegated to the Remuneration Committee (REMCO)</i>	13
	<i>Delegations of Local School Committee</i>	13
	<i>Ad Hoc Committees (Known as Panels – See Policies)</i>	14
8	Trust Organisational and Leadership Structure	15
	<i>Chief Executive Officer (Accounting Officer)</i>	16
	<i>Chief Operating Officer</i>	16
	<i>Finance Director (Chief Financial Officer)</i>	17
	<i>Executive Headteachers</i>	18
	<i>Local School Headteacher</i>	18
	<i>Directors (educational and operational)</i>	19
	<i>Other Staff</i>	19
9	Conditions of appointment for Trustees and LSC Members	20

<i>Persons Ineligible to be Trustees and LSC Members</i>	20
<i>Conflicts of Interest</i>	21
10 Terms of Reference for a Meeting of the Board or a (Permanent Committee of the Board)	21
<i>Composition of the Board</i>	21
<i>Composition of a Committee of the Board</i>	21
<i>Term of Office Trustees</i>	21
<i>Chairs and Vice Chairs</i>	22
<i>Meetings of the of the Board and Committees (not the LSC – constituted as a Local Advisory Body,</i>	22
<i>Quorum</i>	22
<i>Proceedings of the Board and Committee Meetings</i>	22
<i>Minutes and Publications</i>	23
<i>Board Decisions by Email/post</i>	23
<i>Amendments to these Terms of Reference</i>	23
11 Terms of Reference Local Advisory Bodies (known as LSCs)	23
<i>Composition of the Local School Committee</i>	24
<i>Resignation and Removal</i>	24
<i>Term of Office</i>	25
<i>Chair</i>	25
<i>Meetings of the Local School Committee (see schedule)</i>	25
<i>Quorum</i>	25
<i>Proceedings of Meetings</i>	26
<i>Minutes and Publication</i>	26
<i>Amendment to these Terms of Reference</i>	26

1 Definitions

'Articles' means the Articles of Association of the Company;

'Associate Director' is a job title for an employee of the Company and does not infer that the postholder is a Director of the Company, henceforth referred to as Trustee;

'Board' means the Board of Directors, the Trustees of the Company;

'Business Management Manual' means the file of delegated business management responsibilities available to headteachers under this scheme of delegation that includes mandatory requirements;

'Chief Executive Officer' means the person appointed by the Board to act as the Trust's Chief Executive and to be the Trust's Accounting Officer (AO), also a Director of the Company/Trustee;

'Chief Financial Officer' means the person appointed to act as the Trust's Chief Financial Officer (CFO), in our case the Finance Director;

'Chief Operating Officer' means the person appointed by the Board as the most senior executive leader for operations, deputises for the CEO (Chief Executive Officer) in their absence;

'Clerk' means the professional clerk to the Board;

'Company' means Beckfoot Trust, a company limited by guarantee with registered number 8155088;

'Committee' means any Committee of the Board set up established pursuant to article 100 of the Articles of the Company. '

'Corporate Strategy' means the Trust's big picture position statement and over-arching 5 year 'masterplan', sometimes referred to by the RSC as a Growth Plan;

'Director' members of the senior central team and employees of the Company and does not infer that the postholder is a Director/Trustee of the Company;

'Headteacher' means the member of staff at the 'Local School' who has been appointed as Headteacher to have overall day to day control of and responsibility for the 'Local School';

'Leadership Skills, Credentials and Capacity' means the document that identifies the names, roles, responsibility and credentials of the Members, Board Members and members of the Executive Leadership Team;

'Local School Committee (LSC)' under Article 100, this committee is constituted as a Local Advisory Body;

'Local School Committee (LSC) member' means a member of the Local School Committee who are constituted as a Local Governing Body with delegated responsibilities;

'Local School' means any school that is part of Beckfoot Trust;

'MAT' means Multi-academy Trust;

'Parent Director' means anyone appointed to the Board as an elected parent Director of the Company, henceforth referred to as Trustee

'RSC' means Regional Schools Commissioner responsible for approving and monitoring academies and free schools in their area on behalf of the Secretary of State for Education.

'Staff Local School Committee (LSC) member' means a member of staff elected to be a member of the Local School Committee by members of staff of the Local School or in default of election appointed by the Local School Committee;

'Trust Policies' means those documents and the actions included that are approved by the Board for implementation;

'Trustee' non-executive director of the company

'One Trust Contract' the document that sets out our Trust principles of alignment, a self-evaluation tool for all leaders and an explanation of our Target Operating Model;

2 Beckfoot Trust Core Purpose and Principles

Beckfoot Trust – Who we Are

Beckfoot Trust is a multi-academy trust of primary, secondary and special schools closely located in the Bradford district. It was formed in 2013 and now includes ten schools with over 7,000 young people. Bradford Local Authority is our admission body. We believe that by aligning to our principles, we can transform life chances and strengthen communities.

Why Do We Exist?

- To create remarkable schools where no child is left behind (measured by being in the top 10% of MATs (Multi Academy Trusts) nationally)

How do we Behave?

- We **enjoy** belonging to Beckfoot Trust
- We are all here to **learn**
- We are determined **to succeed**

What Do We Do?

- We craft purposeful, inclusive and motivational cultures with exceptional pedagogy at the heart

How will we succeed? (Strategic anchors with our Target Operating Design Principles in **bold**)

- Invest in people (**people first**)
- Implement with rigour and clarity (**power to lead**)
- Demand remarkably high standards (**accountability and ownership**)

Conditions for Membership of Beckfoot Trust

For a school to join the Trust:

- a) The arrangements must contribute to the Regional Office's vision for school improvement in Bradford
- b) The schools need to:
 - Educate Bradford's young people
 - Located within a 20 minute off peak drive-time of BD16
 - Be comprehensive or state special in status and ethos
 - Be co-educational
 - Actively want to join the Beckfoot Trust
 - Adopt our Trust mission, values, vision, and principles of alignment
 - Respect national terms and conditions of employment

The decision to bring a new school into the Trust must be made with a view to the educational and commercial risks for the Trust.

Our Principles of Alignment and Key Features

Our principles of alignment and key features are expressed in our One Trust Contract, and our commitment to staff is stated in our People Charter.

3 Key Documents Linked to the Scheme of Delegation

Trust Policies and Key Documents

A full list of all policies and documents and where these are reviewed and ratified is kept by the Executive and is available electronically. Any changes to how statutory documents are ratified is agreed at the Trust Board. Key Trust policies are available on the Trust Website or in the case of local policies, on the specific School Website.

Business Management Manual

This operating manual clarifies business management standard operating procedures. This is supplemented by standard operating procedures for all functions.

Corporate Strategy (Includes our high level 5 Year Plan)

The Trust's big picture position statement and over-arching 5 year 'masterplan', sometimes referred to by external organisations such as the Regional Office as a Growth Plan.

One Trust Contract

The document includes; our Trust principles of alignment for schools, a self-evaluation tool for all leaders (schools and functions) and an explanation of our Target Operating Model.

4 Governance and Operational Structure of Beckfoot Trust

- Multi-Academy Trusts are companies limited by guarantee and therefore operate within a defined corporate governance framework (Companies Act). The Beckfoot Trust Board, the Members of the Company and Committees are responsible for ensuring its compliance with Corporate and Charity (Beckfoot Trust is an Exempt Charity) legislative requirements. The governance structure of Beckfoot Trust is described in this document and our model of governance recognises the overall responsibility of the Trust Board; the line management of the Headteachers by the CEO and Executive Team; the support and challenge of the Local School Committees for delegated local matters. In line with the Academy Trust Handbook, only one employee is a Trustee, and this is the CEO.
- The Committees of the Board are established pursuant to article 100 of the Articles of the Company.
- Legal responsibility for the Local School(s) lies with the Company. The Company is governed by the Board, who, in relation to the Local School, rely on advice and support from its committees, in regard particularly (but not limited to) the specific matters delegated in this document. The Board is not bound by any decision of the committees, except in respect of those matters specifically delegated to them by the Board.
- Where any power or function of the Trustees has been exercised or has been purported to be exercised by the Committees, it shall report to the Trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Board immediately following the taking of the action or the making of the decision (or, in the case of a matter of urgency, by contacting a Director/Trustee within 48 hours thereof).

5 Powers and Duties reserved for The Members

As a charitable company limited by guarantee, Beckfoot Trust has Members who have a similar role to the shareholders in a company limited by shares. Most notably they:

- Are the subscribers to the memorandum of association (where they are founding members)
- May amend the articles of association subject to any restrictions created by the funding agreement or charity law
- May, in certain circumstances, appoint new members or remove existing members
- Have powers to appoint and remove Trustees in certain circumstances
- May, by special resolution, issue direction to the Trustees to take a specific action
- Appoint the Trust's auditors and receive the audited annual accounts (subject to the Companies Act)
- Have power to change the company's name and wind it up.

The Trust has agreed with the RSC (May 2016) to form a cohort of a minimum of five Members, with only one, the Chair of Trustees, being a Trustee of Beckfoot Trust.

The Members will meet at least twice a year.

The Members hold the Board to account based on:

- The Annual Educational and Financial Statements as presented at the Annual General Meeting
- The Annual review of the Board's effectiveness
- Other criteria that they consider appropriate to the aims of the organisation as defined in its Charitable Objectives, Articles or criteria laid down in its Funding Agreements

Working with the Trustees

As responsibility to conduct the trust's business sits with the Trustees, Members should be 'eyes on and hands off' and avoid compromising the Board's discretion. However, if the governance of the Trust by the Board becomes dysfunctional, the Members will have a strong interest in ensuring the Board has plans to address the issues or otherwise to remove the Board or individual Trustees and re-appoint Trustees with the skills necessary for effective governance.

6 Powers and Duties Reserved for The Trust Board

The Trustees are the charity trustees and responsible for the general control and management of the administration of the Company and of the local schools in accordance with the provisions set out in the Articles of the Company and the Funding Agreements. They are the company Board of Directors, henceforth referred to as Trustees. The Trust Board will meet a minimum of five times a year and shall be quorate when 50% of Trustees are in attendance.

The Company has entered into a Master Funding Agreement and a Supplemental Funding Agreement in relation to the Local School with the Secretary of State (together the 'Funding Agreements').

The role of the Board is to ensure:

1. The Beckfoot Trust is governed and managed to comply with requirements and take account of the guidance set out by the DfE in the following documents and their successor publications:
 - The Beckfoot Trust Articles
 - The Beckfoot Trust Funding Agreement
 - The Companies Act
 - Supplementary Funding Agreements for Local Schools
 - The DfE Governance Handbook
 - The DfE Competency Framework for Governance
 - The Academy Trust Handbook (formerly the Academies Financial Handbook)
 - The Academies Annual Accounts Direction
 - DfE statutory guidance on Keeping Children Safe in Education
2. The purpose of governance is to provide confident and strong strategic leadership which leads to robust accountability, oversight, and assurance for educational and financial performance. The Board ensures a focus on the three core functions of governance as described in the Academy Trust Handbook:
 - 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 performance management of staff
 - Overseeing and ensuring effective financial performance

The DfE also define three financial disciplines that any well-run organisation should expect to deploy:

- Having rigorous procedures for preparing and monitoring financial plans
- Delivering effective operational controls
- Maintaining a system of internal scrutiny to remain compliant

Finally, the DfE defines six key features of effective governance in the Governance Handbook as follows:

- Strategic leadership that sets and champions vision, ethos and strategy
- Accountability that drives up educational standards and financial performance
- People with the right skills, experience, qualities and capacity
- Structures that reinforce clearly defined roles and responsibilities
- Compliance with statutory and contractual requirements
- Evaluation of governance to monitor and improve its quality and impact

3. The schools adopt the Trust's values, core purpose and key features and organisational principles described in section 2.
4. Monitors the performance (standards) of the school against the Ofsted framework and the national performance tables, holding the CEO to account for deployment of central team capacity and aligned strategy
5. Ensures schools are delivering a broad and balanced curriculum that meets the expectations of the Ofsted framework and the National Curriculum (or better by deliberate and known opt out)
6. Considers the level of risk to becoming at least Good for each school in the Trust
7. Ensures all students are safeguarded by reviewing the annual externally commissioned safeguarding audit and holding the executive to account for the annual safeguarding report

Any Trustee may attend any committee meeting providing they note any declarations of interest.

The Board has the specific powers and responsibilities to:

- Appoint up to 12 trustees (in line with the articles)
- Appoint the Chair and the Vice Chair of the Trust Board (annually)
- Appoint The Chief Executive Officer
- Approve the appointment of LSC members
- Sit on the appointment panel for all senior executives (e.g. CFO, COO) and Headteachers (at least 1 Trustee)
- Authorise significant financial transactions as laid out in Appendix 1
- Hold any bank account in which any money of the Trust is deposited and operated by the Finance Department (signatories authorised by the Board)
- Receiving, approving, and acting upon the reports of the Audit and Risk Committee, on the use of resources, systems of internal financial control and discharge of financial responsibilities
- Receiving, approving, and acting upon the reports of the Business Committee, on the annual budgets, financial performance against those budgets, the application of resources across the Trust, longer term financial plans, and the business case for expansion or other major developments across the Trust
- Informing the ESFA and DfE/RSC if it suspects any irregularity affecting resources
- Reviewing the Scheme of Delegation at least on an annual basis

7 Powers and Duties delegated to Committees of the Board and The Local Advisory Body (Local School Committee)

It is a condition of the Academy Trust Handbook that all Multi-Academy Trusts have the following committees:

- Finance (known as Business at Beckfoot Trust)
- Audit and Risk
- Remuneration

Given the importance of the community that we serve, that Local Advisory Bodies (known at Beckfoot Trust as Local School Committees) are an important feature of our governance arrangements.

Powers and Duties Delegated to the Business Committee

The Business Committee fulfils the expected duties of the finance committee as defined by the Academies Handbook. The Chair (a Trustee) is appointed by the Trust Board on an annual basis. At least 2 members (other than the Chair) shall be Trustees. The Chair of the Trust should only be the Chair of the Business Committee in exceptional circumstances (e.g. an interim arrangement). The Chair should not be a member of the Audit and Risk committee. The committee will meet at least 3 times a year and will report back to the Trust Board anything of significance at each meeting.

The committee is quorate with 2 Trustees present.

Attendance at The Business Committee will be made up of

- The Chair of the Board
- Trustees with appropriate experience (at least 2 others than the Chair)
- The CEO (Accounting Officer also a Trustee)
- Chief Operating Officer
- Finance Director/ Chief Financial Officer
- Other Directors/ Associate Directors/Business Managers/Executive Heads and Heads by invitation

Only Trustees have voting rights. Attendance figures will be noted in the Annual Report and Accounts based on the number of Directors nominated to attend the Committee although all are welcome to attend.

The role of the Business Committee is to take delegated responsibility for:

1. Financial Management of the schools in accordance with the Academy Trust Handbook and academies accounts direction. Specifically, for:
 - Delegating responsibility to the Executive, Local School Headteacher and the Central Team in line with the scheme of delegation
 - Recommending budgets to the Board for approval
 - Reviewing and approving proposals for the annual budget for the local school for consideration by the Board
 - Reviewing management accounts reports which enable the current and predicted end of financial year situation of the Local school to be determined and assist the Local School to achieve the necessary financial outcomes
 - Approving financial activity where Board approval is required in accordance with the Scheme of Delegation and the Academies Handbook

- Ensuring there is adequate insurance cover in place
 - Ensuring there are independent checks of the assets and asset register
 - Reviewing the annual draft financial statement and recommending any significant issues to the Trust Board, prior to submission to the Secretary of State by the 31st December
 - Advising the Trust Board in relation to any change of policy as presented by the Executive
2. The organisation of staffing arrangements to meet the aims of the Trust and to develop talent and remain compliant with employment legislation. Specifically, for:
- Delegating responsibility to the CEO, Executive, Central Team Leadership and Local School Headteacher for planning the workforce, recruitment and employment matters in line with policies and the Scheme of Delegation
 - Assessing the effectiveness of shared services and operational functions through ‘deep dives’ in line with the reporting calendar eg:
 - Finance
 - Management of legal matters
 - Human Resources/Talent Management and Payroll effectiveness and policy compliance
 - Health and Safety (deep dives as per schedule)
 - Marketing, corporate communications and external relations (deep dives as per schedule)
 - Estate Management (deep dives as per schedule)
 - ICT Services (deep dives as per schedule)

Powers and Duties delegated to the Audit and Risk Committee

The Audit and Risk Committee comprises of at least 4 Trustees and quorum is the attendance of 2 Trustees. It must meet a minimum of 3 times a year and reports back to the Trust Board as appropriate. This statutory committee comprises of:

- A Chair who is a Trustee and is appointed by the Board (not the Chair of the Trust Board or Business Committee)
- The remaining Trustees are not members of the Business Committee or the Chair of the Trust (although they may attend by invitation)
- Attendee, the Chief Operating Officer (COO)
- Attendee, The Chief Finance Officer (CFO)
- The CEO will only attend by invitation by the Chair and in relation to specific agenda items (eg approval of audit)
- Other managers by invitation of the Chair and in relation to ‘deep dives’

The role of the Audit Committee is to take delegated responsibility for:

- Identifying on a risk-basis (with reference to its risk register) the areas it will review each year, modifying its checks accordingly
- The External Audit function including the appointment process for external advisors, as necessary External Auditors are appointed by the Members on the recommendation of the Audit Committee.
- Agreeing the appointment of internal auditors, including the annual safeguarding audit
- Directing the Trust’s programme of internal scrutiny including external scrutiny
- Reporting to the Board on the adequacy of the Trust’s financial and other controls and management of risks. The internal scrutiny function must focus on:
 - a. Evaluating the suitability of, and level of compliance with, financial and other controls. This includes assessing whether procedures are designed effectively and efficiently, and checking transactions to confirm whether agreed procedures have been followed
 - b. Offering advice and insight to the Board on how to address weaknesses in financial and other controls, acting as a catalyst for improvement, but without diluting management’s

responsibility for day to day running of the Trust or becoming involved in the operational direction

- c. Ensuring all categories of risk are being adequately identified, reported and managed
- d. Agreeing the annual programme of works for risk assurance
- Oversight of information submitted to DfE and ESFA that may indicate risk, eg pupil numbers, possible claims (for both revenue and capital grants), completed by the Trust is accurate and in compliance with funding criteria
- Approval of all Trust policies to be recommended to the Trust Board for ratification
- Reviewing the Trust Risk Register and making recommendation for approval to the Board
- Reviewing any matters as requested by the Trust Board, including deep dives of operational functions as per the schedule

Powers and Duties delegated to the Remuneration Committee (REMCO)

The Remuneration Committee reports to the Board and makes Trust-wide decisions on pay in line with the pay policy. It meets at least annually and comprises of at least 3 Trustees, quorum being 2 Trustees (1 not being the CEO). It is made up of:

- Three Trustees
- The CEO (attendee)
- Directors by invitation and as suggested by the CEO (e.g. the COO and CFO)

The role of the Remuneration Committee of the Board is to take delegated responsibility for:

- Managing the CEO's performance and remuneration
- Annually reviewing the Trust's Pay and Conditions Protocol and capacity to maintain it
- Making decisions related to specific pay bands for Trust staff that fall within recommended maximums and minimums as described in the School Teachers Pay and Conditions Document or the NJC guidance
- Approving the remuneration of higher paid central staff in line with the appraisal and pay policy e.g. Headteachers and Heads of School in Trust Local Schools, Operational and School Improvement Directors in the Central Team

The Remuneration Committee ensures its decisions about levels of pay (including salary and any other benefits) follow a robust evidence-based process and are a reasonable and defensible reflection of the individual's role and responsibilities. External benchmarking is used to ensure fairness and proportionality. No individual can be involved in deciding their remuneration.

Delegations of Local School Committee

The Local School Committee has delegated responsibility as listed below. Subject to provisions of these Terms of Reference, the Companies Act 2006, the Articles and to any directions given by the Board, the Local School Committee may exercise such of the powers of the Company as may be specifically delegated to it. The determination of the Trust's overarching ethos and mission statement shall be the responsibility of The Trust Board. Although the LSC has parents who are members, it is not a parent forum, and this advisory board is expected to work in the interests of the school and in line with the one trust principles. Unless and until the Board decides otherwise, it specifically delegates to the Local School Committee the following duties:

- Be aware of and promote the Trust’s core purpose and principles of alignment as described in The One Trust Contract
- Take responsibility for challenging the Headteacher to account for ensuring the following areas are a priority of school life.
 - Student welfare and well-being
 - Staff welfare and well-being
 - Family engagement
- Systematically review survey results related to student well-being, staff well-being and family engagement and ensure continuous improvement
- To hold meetings at times identified in the Trust’s Meetings and Arrangements Calendar (MAC) and to an agenda that includes the priorities for reporting (see annual agenda)
- To appoint a clerk and make minutes of LSC meetings available to the CEO and Central Team as soon as practical after meetings
- Be aware of, understand and advocate for the school’s progress by understanding:
 - The Self Evaluation Form and school PRAG (as validated by the CEO)
 - School Improvement Plan
 - CEO challenge day feedback, external reviews including Ofsted judgement
- To act for the Board when requested as members of recruitment panels, appeals committees related to staff and student discipline and grievance or in relation to complaints
- Consider the implementation of statutory policies from the local perspective
- Monitor the implementation of Local School non-statutory Statements/Procedures as per the set calendar
- Propose appointments of Local School Committee members with specific responsibilities as it requires or as directed by the Board
- Advise the Board on any matters that arise related to:
 - The implementation of Trust statutory policies
 - The implementation of school non-statutory statements/procedures
 - Other identified Risks to the school/Trust
 - To set up a Register of LSC members’ Business Interests and to set up an LSC members’ Skills and Experience Matrix
 - To be visible in the local school at key events (e.g. open evenings) and to attend at least one calendared event in school (known as LSC Challenge Days)
 - To attend external reviews as required (e.g. Ofsted inspections) and be familiar with the school’s overall safeguarding arrangements as, its overall performance (the PRAG) and key statutory information (e.g. the school on a page document and SEF)
 - To sit on panels such as PDCs if asked to do so by the Trust Board
 - Undertake regular DBS checks as required

Ad Hoc Committees (Known as Panels – See Policies)

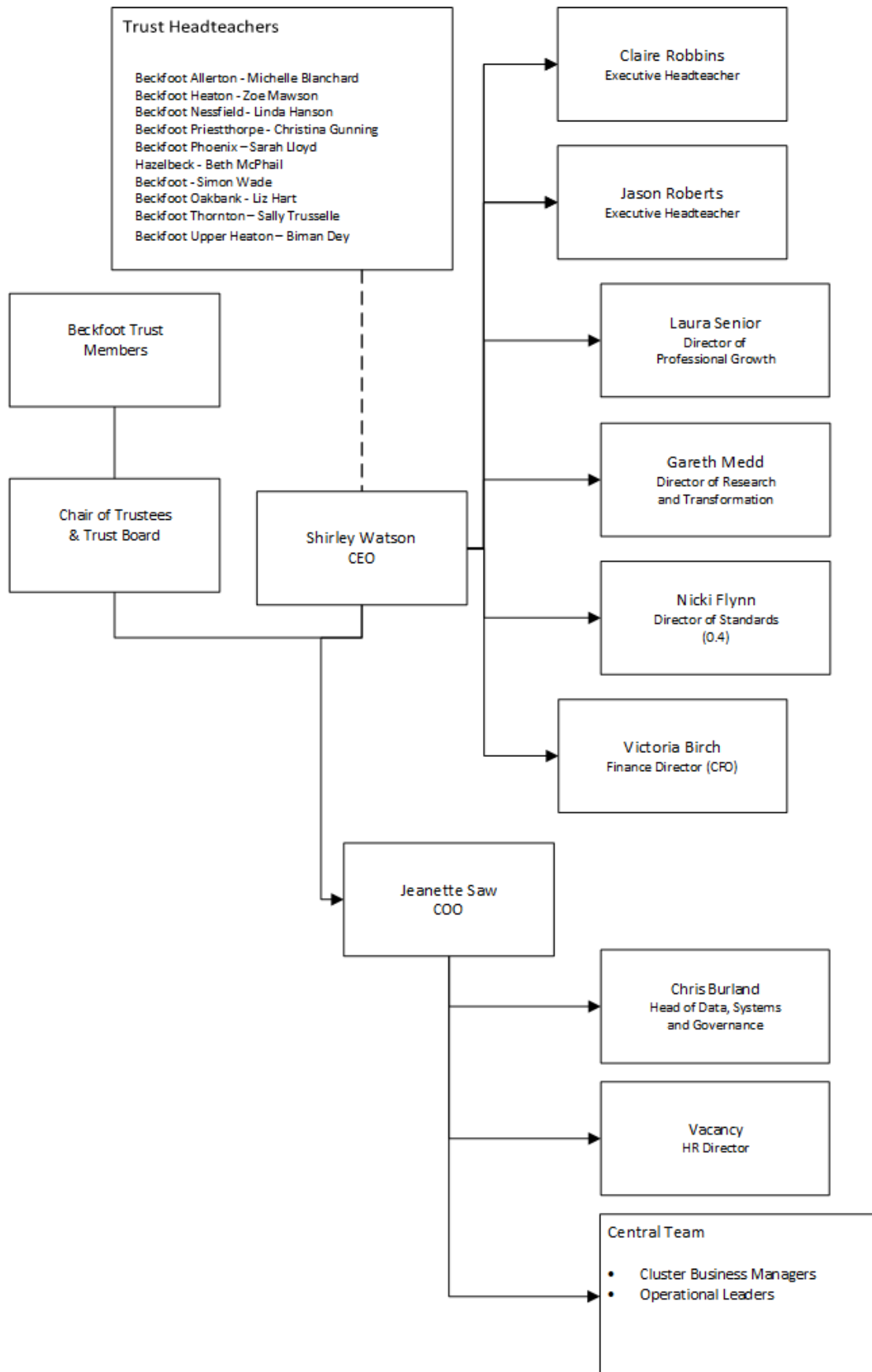
Preferably three panel members who must be independent to the day-to-day operational running of the school involved.

Formed from Trustees or LSC members or other people identified by the Board for their skills and experience as necessary and taking those decisions delegated to it by the Board. For example, senior executives from within the Trust, or in the case of a particular need for objectivity, from another MAT.

The role of ad-hoc committees varies according to need. This could include:

- Reviewing the referrals made to the Board through the policies for Student and Staff Discipline and Grievance
- Investigation and resolution of complaints
- Appeals (constituted from panel members not involved in the previous decision)

8 Trust Organisational and Leadership Structure



The following roles are described for clarification:

Chief Executive Officer (Accounting Officer)

The Chief Executive Officer will work closely alongside the central team to support and challenge Headteachers to fulfil their statutory duties and the Trust's Core Purpose. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. The CEO at Beckfoot Trust fulfils the duties of the Accounting Officer (see Academies Handbook) and is subject to the statements and directions of the Board, the CEO shall be responsible for:

- Responsible for all aspects of the performance of the Trust and accountable to Trustees, Members, Regional Office, ESFA and the DfE
- Responsibility for the co-ordination and implementation of the vision, The One Trust Contract, the Corporate Strategy, Scheme of Delegation, and all other Trust strategic documentation
- Oversees the management of the Meetings and Arrangements Calendar
- Line Management of Executive Leadership Team and close working relationship with Headteachers
- Supports and holds accountable Trust HTs for the performance of their schools
- Ensures the genuine benefits of being in a Trust (benefits and economies of scale) are realised.
- Ensures high ambition for all learners (especially the most vulnerable) and staff are realised through strong aligned practice supported by collective efficacy
- Leads and chairs the HT Strategic Steering Group
- Supported by other members of the Exec Team, oversees preparation of governance reports, update of Trust Risk Register, evaluation of KPIs and other supporting data and the scrutiny and validation of the HT Self Evaluation PRAG
- Promotes the Trust and seeks out partnerships with other Trusts and agencies who may support development of the Trust
- A Director of the Company, a Trustee
- Approve all senior staff salary amendments (within REMCO limits) and recommends any changes to the REMCO
- Organises the appointment of senior central staff (e.g. Directors and Executive Heads/leaders) and Headteachers on behalf of the Board (although at least 1 Trust Board must be on any Headteacher/senior Executive appointment panel)
- Has financial authorities as listed in appendix 1

Chief Operating Officer

Line managed by the CEO and has delegated responsibility for the overall leadership of the Trust in their absence. For any long-term absence, the Board will formally approve an acting position as the duties of the Accounting Officer shall be taken on. Leads and manages all operational functions and is supported in doing so by the central team Directors and managers. They have direct responsibility for the overall quality of delivery for all central services and line-manages all operational directors, other than the CFO who is line-managed by the CEO (Helix approach).

They have responsibility for the outcomes (as defined by measurable metrics), policy and implementation of :

- All aspect of risk management (including leading the reporting to the A and R committee, programme of internal scrutiny and is the Executive Member of the Trust Health and Safety Committee)
- The service delivery of all functions (including finance)
- Communications Strategy
- Estates and Environmental Sustainability Strategy
- External Community Relations Strategy
- Attends Trust Board, Business Committee and Audit and Risk
- Has delegated financial and operational responsibility in the attached Appendix 1
- Senior operational executive who ensures a remarkable service delivery from all functions, including governance and shared services for all schools
- Oversees and manages the 4 lines of defence risk management framework and the externally sourced audit to meet the annual programme of works
- Manages the complaints process
- Leads the Trust's central administrative team

Governance

- The executive with direct responsibility for the Audit and Risk committee
- Supports the CEO, Chair of the Trust and the Professional Clerk in operating, reviewing and developing the Scheme of Delegation as necessary
- Line manages the Head of Data and central services admin team so that the CEO and the Chair of any governance are advised of any recruitment needs in relation to skill and position gaps (including the review of tenure)
- Ensures reporting to the Board and committees meets the expectations of the calendar of reporting and the scheme of delegation
- Organises the Annual cycle of meetings and clerking arrangements (Trust Board, Business Cttee, Audit Cttee, Members Meetings)
- Oversees the production of the Meetings and arrangements Calendar (MAC)

Finance Director (Chief Financial Officer)

Line-managed by the CEO, The Finance Director (CFO) oversees both the Finance and Governance strategy for the Trust. Subject to the statements and directions of the Board, the Finance Director shall be responsible for:

Finance:

- Overseeing the financial planning and analysis cycle for the Trust
- Ensuring effective financial management and controls are in place across the Trust and are constantly being developed and maintained
- Ensuring Headteachers are supported to take responsible financial management of their schools
- Facilitation of financial collaboration between schools to maximise economies of scale
- Leading Trust procurement
- Managing cash balances and growing Trust income
- Managing financial reserves including the capital reserve position
- Identifying areas of risk and mitigating the financial risk
- Line-managing the centralised finance function
- Member of ELT

- Works closely with the CEO, COO and Central Team to ensure school curriculum and leadership structures are cost efficient and deliver value for money
- The executive lead for the Business Committee and attends Trust Board and Audit and the Audit and Risk committee
- Has delegated financial and operational responsibility as attached in Appendix 1

Governance:

- Supports the CEO and COO in considering the effective relationship between the executive and the non-executive

Executive Headteachers

Executive Headteachers:

- Conducts the appraisal and line management of other Headteachers and operational leaders as delegated by the CEO
- Provide line management, mentoring, coaching, supervision and expert advice for Heads and other operational leaders (eg agile coaching)
- Works alongside the HT in quality assurance, evaluating the school using the PRAG, production of the School Improvement Plan and target-setting
- Are members of the Executive Leadership Team and are line managed by the CEO
- Chairs and sits on panels (ad hoc committees) as directed by the CEO and in line with policy
- Reviews policies and provide specific expertise in a delegated area of provision
- Adds front line capacity where necessary
- Has delegated financial and operational responsibility as attached in Appendix 1

Local School Headteacher

The Headteacher works closely with the Executive Headteachers and the CEO to fulfil the Trust Core Purpose. They ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the Headteacher shall be responsible for:

- The leadership and management of the local school in accordance with the delegated authority defined in the One Trust Contract, Scheme of Delegation and policies
- The performance of the school, its culture and the welfare of pupils and staff
- Being a passionate advocate for the Trust mission and values, our ambition for learners and staff, and demonstrating an absolute commitment to aligned practice and collective efficacy
- Monitoring and remaining absolutely focussed on securing outcomes for all groups of learners that place the school and MAT within the top 10% of schools
- Updating the School Self Evaluation using the PRAG and in agreement with the CEO as reported to the Trust Board
- Producing a school risk register three times a year
- Leading the school through all external reviews and inspections and preparing for cycle CEO visits
- Reports data at aligned points in the calendar
- Undertakes the full range of duties and responsibilities as required by the CEO as set out in the Trust HT Job Description, Scheme of Delegation and the STPCD
- Works positively with the Local School Committee, reporting in line with the calendar and ensuring full membership

- Communicates effectively with pupils, staff, parents, carers and community
- Leads the recruitment and retention strategies and ensures they are aligned to remarkable Trust expectations
- Monitors, evaluates, analyses and reviews the effectiveness of the school's policies, practices and priorities and applies statutory Trust policies effectively, especially Health and Safety, Safeguarding and British Values
- Attends all HT meetings and HT Steering Group, attending Board meetings at invitation
- Agile coached by a member of the Executive and accountable to the CEO for the performance of the school
- Has delegated financial and operational responsibility as outlined in the attached Appendix 1 and works with their senior team to deliver a cost-effective education that adds value

Directors (educational and operational)

Directors work closely with the CEO, COO and CFO to support and challenge Headteachers to fulfil the Trust Core Purpose and have expertise in their specific field. They ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, Directors are responsible for:

- Bespoke support and challenge proportionate to risk as signposted through the Trust School PRAG and the One Trust Contract/Scheme of Delegation and all How Tos
- Collective Efficacy Teams and identified project leadership (5 year plan)
- Compliance including Safeguarding
- Developing talent
- Review of academic progress and other indicators linked to KPIs
- Attending committee meetings as requested (see above)

Other Staff

Members of staff with delegated responsibilities for financial management, HR and compliance must be aware that these must be exercised in accordance with the Scheme of Delegation and all standardised operating procedures.

9 Conditions of appointment for Trustees and LSC Members

Persons Ineligible to be Trustees and LSC Members

No person shall be qualified to be a Trustee or LSC Member unless he or she is aged 18 or over at the date of his or her election or appointment. No current student/pupil of the Local school shall be an LSC member.

Trustees or LSC Member shall cease to hold office if he or she:

- Becomes incapable by reason of mental disorder, illness or injury of managing or administering his or her own affairs;
- Is absent without the permission of the LSC members from all their meetings held within a period of six months and the Board resolve that this office be vacated
- Is disqualified from acting as a trustee by virtue of section 72 of the Charities Act 1993 (or any statutory re-enactment or modification of that provision)
- Has items on a DBS or Section 128 that would suggest they are unsuitable to hold such a position
- Acts or seeks to act against the Trust in any legal matter

A person shall be disqualified from holding or continuing to hold office if:

- His or her estate has been sequestrated and the sequestration has not been discharged, annulled or reduced
- He or she is the subject of a bankruptcy restrictions order or an interim order
- He or she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he or she was responsible or to which he or she was privy, or which he or she by his or her conduct contributed to or facilitated
- He or she is included in the list of teachers and workers with children or young persons whose employment is prohibited or restricted under section 1 of the Protection of Children Act 1999; or
- He or she is Disqualified from working with children under section 35 of the Criminal Justice and Court Services Act 2000
- He or she is a person in respect of whom a direction has been made under section 142 of the Education Act 2002
- He or she has, at any time, been convicted of any criminal offence, including any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, but excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 72 of the Charities Act 1993
- He or she has not provided to the Chair of the Board a criminal record certificate at an enhanced disclosure level under the Safeguarding Vulnerable Groups Act 2006 as amended by the Protection of Freedoms Act 2012. In the event that the certificate discloses any information which would in the opinion of the Chair of the Board confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final

Where a person becomes disqualified from holding, or continuing to hold office he or she, shall upon becoming so disqualified, give written notice of that fact to the Clerk.

Conflicts of Interest

The income and property of the Trust and Local School must be applied solely towards the provision of the Objects as detailed in the Articles. The restrictions which apply to the Trustees regarding having a Personal Financial Interest shall also apply to the LSC Members.

Any Trustee or LSC Member who has any duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his or her duty to act solely in the interest of the Trust shall disclose that fact to the appropriate Clerk as soon as he or she becomes aware of it.

Director/Trustee or LSC Members must absent themselves from any discussions in which it is possible that a conflict will arise between his or her duty to act solely in the interests of the Trust and any duty or personal interest (including but not limited to any Personal Financial Interest). All Trustees and LSC members must declare related party transactions.

10 Terms of Reference for a Meeting of the Board or a (Permanent Committee of the Board)

The Board shall act subject to the Articles of Association.

Any delegation of powers by the Board under this document shall be made subject to any conditions the Board may impose and may be revoked or altered by it. The functions, meetings and proceedings of the Committees and Local School Committees shall be subject to regulations (if any) made by the Board from time to time.

Composition of the Board

The membership of the Board includes twelve posts as described in the Articles of Association.

Composition of a Committee of the Board

The membership of the Committees shall be determined by the Board. In some cases, the Board may co-opt an LSC member or any other appropriately qualified person, to act for it on recruitment panels, committees related to staff and student discipline and grievance or in relation to complaints. Any Trustee may attend any committee meeting providing they note any declarations of interest. This is of particular importance if members of the Business Committee attend the Audit and Risk Committee meetings.

Term of Office Trustees

The Term of office for Trustees is described in the Articles of Association.

Chairs and Vice Chairs

The Chair and Vice Chair of the Board and its Committees will be appointed by the Board.

If the Chair or Vice Chair is absent from any meeting of the Board or its Committees, those Directors present shall appoint one of their number to chair the meeting. The provisions for quorum of meetings shall apply.

To ensure a separation of duties and powers, the Chair of the Board or the CEO should only chair a committee in the case of an inability to appoint another suitable Trustee.

Meetings of the of the Board and Committees (not the LSC – constituted as a Local Advisory Body,

The Board shall hold such meetings and committee meetings as may be necessary.

All meetings shall be convened by the Professional Clerk, who supported by the PA to the Executive shall send to the Board members written notice of the meeting and a copy of the agenda (and any relevant papers) at least seven clear days in advance of the meeting.

A meeting of the Board shall be called by the Clerk whenever requested by the Chair at the request in writing of any three Trustees. Where there are matters demanding urgent consideration, the Chair or, in his or her absence, a Trustee may waive the need for seven days' notice of the meeting and substitute such notice as he or she thinks fit.

The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.

Quorum

No meeting of the Board may be held unless at least three Trustees are present. If in the course of a meeting of the number of Trustees present ceases to constitute a quorum, the meeting shall be terminated forthwith or will continue as a discussion forum with no decision-making authority.

No meeting of a Board Committee may be held unless at least three Trustees are present or two Trustees and one co-opted member of the LSC or other appropriately qualified person throughout the meeting. In all cases Directors/Trustees must form a majority of the Committee. If the number of Trustees assembled for a meeting of the Committee does not constitute a quorum or if in the course of a meeting of the Committee the number ceases to constitute a quorum, the meeting shall be terminated forthwith or will continue as a discussion forum with no decision- making authority.

Proceedings of the Board and Committee Meetings

Every question to be decided at a meeting of the Board shall be determined by a majority of the votes of the Trustees present and voting on the question. Director/Trustee shall have one vote. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote.

A Trustee may not vote by proxy.

No resolution of the Board may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.

Any Director/Trustee shall be able to participate in meetings of the Board by telephone or video conference provided that he or she has given reasonable notice to the Clerk and that the Board has access to the appropriate equipment.

Minutes and Publications

Minutes will be taken of every meeting.

At every meeting of the Board or a Committee the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the Trustees present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.

The Clerk shall ensure that a copy of the agenda for every meeting of the Board or Committee, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Board.

The Board or Committee may invite attendance by persons who are not Trustees where such attendance is considered by the Directors/Trustee to benefit its deliberations.

Board Decisions by Email/post

On rare occasions a decision or approval is needed for a Board resolution at short notice. Approval can be provided by a majority of the Board (at least seven positive votes) confirming approval of the resolution by email/post.

Amendments to these Terms of Reference

Terms of reference will be subject to review in each academic year and may be subject to amendment by the Board.

11 Terms of Reference Local Advisory Bodies (known as LSCs)

Any delegation of powers by the Board under this document shall be made subject to any conditions the Board may impose and may be revoked or altered by it. The functions, meetings and proceedings of the Local School Committee shall be subject to regulations (if any) made by the Board from time to time.

The members of Local School Committees are not and nothing within this document is intended to make them company directors or charity trustees.

Each LSC member shall act in the best interests of the Local School at all times. Each LSC member, upon his or her appointment, will uphold the objects of the Company as set out in the Articles of Association and all policies and procedures established by the Board from time to time.

In the event of any dispute between the Local School Committee and the Board and after the Board has considered the views of the Local School Committee, the decision of the Board shall be final.

Composition of the Local School Committee

The membership of the Local School Committee shall be determined in accordance with the following provisions: -

The total membership shall not be more than 9.

The membership shall comprise:

- the Headteacher;
- 1 Staff member;
- 1 senior member of the central team;
- Trustees may attend;
- up to 6 members agreed by the Board

Observers may also attend with the agreement of the Headteacher and Local School Committee Chair.

The Local School Committee may continue to act notwithstanding a temporary vacancy in its composition.

Elections for the post of LSC Staff member shall be held when required by consultation with members of staff of the Local School (either teaching or non-teaching staff) on the date of the election. Any candidate must be a member of staff of the Local School at the date of the election and, if elected, throughout his or her term of office.

If there is one or no candidates for the role, the Board will decide how best to fill the vacancies.

The Board may make such rules concerning the administration of an election held as it shall see fit from time to time. The decision of the Board in relation to any disputed matter concerning such an election shall be final.

Resignation and Removal

An LSC member may at any time resign his or her office by giving notice in writing to the Clerk to the Committee

A headteacher or LSC staff member shall cease to hold office if and as soon as he or she ceases to be a member of staff at the Local School, whether or not their term of office has expired.

The Board may terminate the appointment of any LSC member whose presence or conduct is deemed by the Board not to be in the best interests of the Company or the Local School.

Term of Office

Any LSC member shall hold and vacate office in accordance with the terms of his or her appointment but (except in the case of the Headteacher) the length of his or her term of office shall not exceed five years. LSC Staff members shall hold office for five years.

LSC members (other than Staff members) retiring at the end of their term of office shall be eligible for re-appointment at the discretion of the Local School Committee. LSC Staff members may be re-elected for one further term only.

Chair

The Chair and Vice Chair of the Local School Committee will be appointed by the members of the Local School Committee every year for a 1-year term.

If both the Chair and the Vice Chair are absent from any meeting of the Local School Committee, those LSC members present shall appoint one of their number to Chair the meeting.

Meetings of the Local School Committee (see schedule)

The Local School Committee shall meet at least four times in every academic year and shall hold such other meetings as may be necessary. The standard agenda and reporting cycle must be followed by all with an understanding that minutes and reports may be scrutinised by external bodies.

The LSC will attend a minimum of one annual Challenge Day in the school and the date will be determined at the beginning of the school year by the Headteacher.

All meetings shall be convened by the Clerk, who shall send to the LSC members written notice of the meeting and a copy of the agenda (and any relevant papers) at least seven clear days in advance of the meeting.

A meeting of the Local School Committee shall be called by the Clerk whenever requested by the Headteacher and or the Chair or at the request in writing of any three LSC members. Where there are matters demanding urgent consideration, the Chair or, in his or her absence, the Vice Chair may waive the need for seven days' notice of the meeting and substitute such notice as he or she thinks fit.

The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.

Any Trustee may attend any meeting of the Local School Committee and may, with the approval of the Chair of the meeting, speak and vote on any issue raised in the agenda or papers of the meeting or any issue raised at the meeting.

Quorum

As LSCs are not decision-making bodies, they do not need to be quorate to proceed, particularly as re-arrangements can be disheartening for those who attend.

If a meeting cannot go ahead, the Chair shall, if he or she thinks fit, determine the time and date at which a further meeting shall be held and shall direct the Clerk to convene the meeting accordingly.

The PA to the Executive must be informed of any rearranged meetings

Proceedings of Meetings

The Chair, supported by the clerk will follow the set agenda in line with the calendar.

Any LSC member shall be able to participate in meetings of the Local School Committee by telephone or video conference if he or she has given reasonable notice to the Clerk and that the Committee has access to the appropriate equipment.

Minutes and Publication

Minutes will be taken of every Local School Committee meeting.

At every meeting of the Local School Committee the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the LSC members present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.

The Clerk shall ensure that a copy of the agenda for every meeting of the Local School Committee, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Board.

The Local School Committee may invite attendance by persons who are not LSC members where such attendance is considered by the members of the Local School Committee to benefit its deliberations.

Amendment to these Terms of Reference

Terms of Reference for LSCs will be subject to review in each academic year and may be subject to amendment by the Board.

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
Governance / Risk	<ul style="list-style-type: none"> Responsible for reporting and managing school risk, maintaining a school risk register Accountable for co-ordinating and supporting the LSC, collecting and reviewing business interests, reporting in alignment with Trust expectations (including key documents) Responsible for understanding the Trust Scheme of Delegation and supporting the LSC in achieving its delegated responsibilities, including meeting a minimum of once a year (including 1 challenge day) Accountable for appointing LSC members and consulting with Trust Board Accountable for updating the Exec to the PA with any changes to LSC 	<ul style="list-style-type: none"> Approve and monitor Trust policies Establish and review Scheme of Delegation Appoint Audit and Risk committee Direct and approve internal scrutiny programme and scrutinise reports Appoint external auditors Approve governance professional Informed of changes to Trust policies that 	<ul style="list-style-type: none"> Monitor local school policy /procedures and key documents Advise the Board on implementation of policy should an issue arise Informed of local risk and monitoring of response 	<ul style="list-style-type: none"> Accountable for the risk assurance framework, reporting and managing risk, maintaining a Trust risk register and assurance framework Accountable for the policy review framework and Trust policy changes. Responsible for creating an annual Programme of Works for internal and external scrutiny (including regular spot checks to support practice) Consulted on substantial school policy changes. Responsible for appointing a governance professional Responsible for collecting and reviewing Trust Board business interests and keeping Trustee records up to date Responsible for a schedule of reporting and training for governance

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<p>membership and any change of meetings</p> <ul style="list-style-type: none"> • Accountable for key documents (in line with Policy and Key Document spreadsheet) including consulting and informing the Exec of any substantial • Consulted and informed of Trust policy review • Responsible for implementation, monitor, evaluate and analyse effectiveness of own policies, practice, and priorities and feedback to owner of any Trust policy • Accountable for being open to scrutiny, cooperating with all reviews, audits and ownership of follow up actions 	impact on the operational running of the school		<ul style="list-style-type: none"> • Responsible for reviewing of the Scheme of Delegation and Articles as agreed with the Board/in line with national changes • Informed and consulted on matters with legal, regulatory or reputational implications • Responsible for leading a Trust-wide Health and Safety committee

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
School improvement (including term dates)	<ul style="list-style-type: none"> Accountable for setting and reporting on targets / priorities / curriculum / culture for in line with school improvement strategy and Trust core purpose (SEF, PRAG, Scorecard, SIP) Accountable for setting assessments of desirable difficulty and securing the best possible outcomes for all groups of learners Accountable for school improvement and leading all reviews / inspections Responsible for implementing term dates in line with the Meetings and Arrangements Calendar (MAC) as published by the CEO's team 	<ul style="list-style-type: none"> Ensures clarity of vision, ethos, and strategic direction Assess effectiveness of leadership in each school Monitor and hold to account on performance 	<ul style="list-style-type: none"> Informed on key headlines and challenge day feedback Consulted on student and staff welfare, family engagement Informed of term dates and school day 	<ul style="list-style-type: none"> Accountable for leading on alignment and standards across the Trust (One Trust Contract and formula for target-setting) Responsible for front line visibility through regular visits (informal) and a minimum of 3 formal CEO challenge days a year Consulted on targets / priorities / curriculum / culture Responsible for setting KPIs and supports implementation and management of school improvement ensuring alignment (PRAG) Accountable to the Trust board for standards Supports schools by ensuring minimal workload at data collection points (collecting improvement data that is useful for schools as well as for reporting purposes) Responsible for deploying support and providing mentoring / challenge to schools

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<ul style="list-style-type: none"> • Responsible for organising the school day and staff deployment in line with STPCD and Trust policy • Responsible for setting Training Days in line with the MAC and seeks approval for any significant changes from the CEO • Supports the CEO with the collection of necessary data for the Trust Board • Internal data teams 			<ul style="list-style-type: none"> • Responsible for providing additional mentoring and review where there is a school need (where resource will allow) • Responsible for monitoring, reviewing, and reporting on progress and indicators and accountable for showing improvement across the Trust • Responsible for setting term dates and CEO consulted on any change to the school day • Additional mentoring and review support as necessary • Responsible for arranging Study Day visits to other schools • Responsible for Heads agile coach and annual programme of CPD • Responsible for leading and Quality of Education Collective Efficacy Team (CET) for alignment of strategy (One Trust Contract)
	Responsible for the operational day to day management of the school,	Ensures the school culture and ethos is	Monitor, challenge, support	Monitors, QAs, holds to account

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	including application of local policies such as uniform, times of the day (in relation to DfE expectations and STPCD) meeting the standards of the Ofsted framework, working positively with employees and union representatives (JCNC agreement)	aligned to the Beckfoot mission, values and principles		
Attendance and exclusions	<ul style="list-style-type: none"> Headteacher (or Head of School if Exec Head delegates) accountable for issuing and managing any fixed term suspensions or permanent exclusion in line with statutory guidance and Trust policy, informing the CEO and supporting the PA to the CEO with panel arrangements Accountable for attendance procedures, completion of registers (in line with DfE codes and guidance) and 	<ul style="list-style-type: none"> Accountable for legal responsibilities Approve Trust policy Informed of attendance and exclusions data, monitoring trends Delegates to the CEO accountability for collecting suspension data for any students 	<ul style="list-style-type: none"> Support in representation for panels as required Informed of attendance and exclusions data Approve and monitor attendance procedures 	<ul style="list-style-type: none"> CEO consulted on any potential permanent exclusion Collective Efficacy Team for sharing good practice on Behaviour and Attendance and driving forward aligned strategy (One Trust Contract) Consulted on procedures and decisions, monitors data and reports to Trust Board Spot checks attendance codes on a regular basis (e.g. B code) Supports schools to implement Trust strategy, complete the attendance SEF and undertakes audits

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<p>implementation of Trust graduated attendance strategy</p> <ul style="list-style-type: none"> Accountable for the authorisation of partial timetables, placements in Alternative Provision, and pupils moving off the roll (consulting with the CEO in the case of Elective Home Education) Responsible for authorising fixed penalty notices, if required 	<p>meeting 6 days or more in any one term and informing the trust board through KPI collection.</p> <ul style="list-style-type: none"> Agrees, oversees and QAs the fixed term suspensions in line with the terms of reference Permanent Exclusion decisions through PDC, as required 		<ul style="list-style-type: none"> Reviews and updates Trust behaviour, attendance, and exclusions policy Responsible for supporting the arrangements for permanent exclusion panels, and 15-day suspensions (PDCs) CEO consulted to agree (in principle) any request for Home Ed (in line with protocol)
Admissions	<ul style="list-style-type: none"> Accountable for liaising with the LA over placements Accountable for publication of annual admissions arrangements Responsible for the management of sixth form admissions 	<ul style="list-style-type: none"> Trust Board approves any change to admission / criteria e.g. oversubscription, 	<ul style="list-style-type: none"> Informed of any consequential changes to PAN or roll 	<ul style="list-style-type: none"> CEO responsible for recommending any changes to admissions to the Board who approve

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<ul style="list-style-type: none"> Responsible for the preparation of a consultation business case for the CEO and Trust board for any consideration of changes (LA is the admission body) 	<ul style="list-style-type: none"> or changes to PAN or sixth form admissions 		
SEND and Pupil Premium (PP)	<ul style="list-style-type: none"> Accountable for appointment of appropriately qualified school SENDCO (mainstream) Responsible for attending CET Responsible for succession plans for role of SENDCO Responsible for the appointment and line-management of an Inclusion lead on SLT Responsible for the implementation of the Trust SEND policy and the SEND Code of Practice. Accountable for publishing SEND Information report annually 	<ul style="list-style-type: none"> Accountable for legal responsibilities Approves Trust SEND policy SEND Trustee 	<ul style="list-style-type: none"> Informed of SEND numbers and progress and any relevant local information Informed of SEND provision including curriculum (e.g. number of Wave 3, 4, 5) Informed of local accessibility plan Informed of Pupil Premium Plan 	<ul style="list-style-type: none"> Responsible for appointing and managing a Lead Trust SENDCO who supports schools (see JD) Responsible for Collective Efficacy Team for sharing good practice and driving forward aligned strategy (One Trust Contract) Responsible for providing access to legal advice in the case of SEND matters Responsible for providing a Trust accessibility template Responsible for reviewing and updates Trust policy and QAs school accessibility plans Responsible for supporting with the relationship with the LA when conflict arises

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<ul style="list-style-type: none"> Accountable for preparing and publishing accessibility plan (formally reviewed every 3 years, although reviewed in line with all new intakes) Responsible for identifying a senior lead for PP accountable for publishing PP strategy (reviewed every 3 years in line with income and impact) Special Schools responsible for the relationship with the District Area Partnership (DAP) 			<ul style="list-style-type: none"> Accountable for monitoring / analysing data in relation to SEND and reporting appropriately to the board Informed of any legal or best practice advice from the DAP, including possible risk
Safeguarding	<ul style="list-style-type: none"> HT accountable for the appointment of DSL / Safeguarding Team (see Trust JD) who is a member of the SLT (if not the Head, is line-managed by the Head) 	<ul style="list-style-type: none"> Accountable for compliance, ensure all students are safeguarded 	<ul style="list-style-type: none"> Informed of local procedures Informed of data /trends and monitors 	<ul style="list-style-type: none"> Accountable for Trust policy written and formally reviewed at least annually in line with KCSIE and any local expectations Responsible for supporting schools, coordinating DSL network meetings for improvement

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<ul style="list-style-type: none"> • HT accountable for the implementation of and compliance with Trust safeguarding policy and child protection procedures (including managing allegations against staff and informing the LADO) - see Beckfoot Safeguarding How To in policy • Responsible for following HR Providers advice regarding safeguarding allegations (where LADO agrees it is a school issue) - consulting the CEO in advance of any decision where there is any doubt • Responsible for managing safeguarding complaints (including qualifying) and referrals (in consultation with 	<ul style="list-style-type: none"> • Named safeguarding Trustee • Approve Trust policy • Safeguarding update on every CEO report to the Board • Annual full report from Lead Exec for safeguarding and annual report from external auditor reported 	<ul style="list-style-type: none"> • implementation of compliances • Informed of preventative curriculum in relation to contextual need and KCSIE expectations 	<ul style="list-style-type: none"> • Responsible for arrangement, moderation, and approval of safeguarding audit • Responsible for appointing a Trust Lead DSL who supports schools with preparation and follow up to annual external safeguarding auditor • CEO consulted on allegations / complaints against staff and supports with safeguarding concerns • CEO consulted following any safeguarding complaint, including Ofsted (LA and QC) and QAs any response • Responsible for monitoring data and reports to Trust Board

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<p>EHT or CEO, depending on seriousness)</p> <ul style="list-style-type: none"> • Responsible for staff training and engagement HT accountable for the culture of safeguarding • Accountable for leading audits and action plans/updates as a result • HT accountable for aligning to One Trust Contract principles for safeguarding • Responsible for ensuring attendance at the CET and use of CPOMs as a reporting and monitoring tool and other aspects of alignment through this team 			

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
Equity, Inclusion and Diversity	<ul style="list-style-type: none"> Meets the expectation of all policies e.g. Equality, Accessibility Works to meet and exceed the One Trust People Charter Works with integrity to fulfil the trust mission and aligned principles Is outward focused and a 'lifelong learner' appreciating that EID sits at the heart of a purposeful culture Responsible for representation (can be shared in Primary) at Trust EDI CET 	<ul style="list-style-type: none"> Accountable for all policies Holds the exec to account for KPIs that indicate that EDI is a key strategy Strives to ensure Board membership is representative of the diverse community that we serve 	<ul style="list-style-type: none"> Monitors the school's improvement plan and KPIs in relation to EDI Is representative of the diverse community that we serve 	<ul style="list-style-type: none"> Ensures EDI sits at the heart of the 5 year plan Reports on KPIs that measure inclusivity Reviews all policies through an inclusive lens Supports a trust-wide EDI CET and the appointment of an AHT to support this agenda
Marketing and Comms	<ul style="list-style-type: none"> Responsible for school identity (in line with Trust brand guidelines) and reputation informing the CEO of reputational risk Responsible for effective school communication to staff, 	<ul style="list-style-type: none"> Approve changes to name/ overall brand Headline survey data reported 	<ul style="list-style-type: none"> Informed of survey data and actions Supports family engagement 	<ul style="list-style-type: none"> Responsible for communication strategy, external, intra Trust communications and information platforms Responsible for media relations and managing reputational risk (external professional company for very difficult issues)

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<p>contractors, parents, students, community, local authority</p> <ul style="list-style-type: none"> Responsible for consent for sharing identifiers in marketing Responsible for compliance and upkeep of school website, supported by 3 checks a year by the central team Responsible for advertising own roles in line with Trust brand guidelines and within pay ranges 			<ul style="list-style-type: none"> Responsible for leading on Trust marketing and supporting schools with brand updates and guidelines, language, and use of approved branding / logos Responsible for annual compliance check in schools and ongoing upkeep of Trust website Support for school websites and marketing (particularly when roll challenges)
GDPR	<ul style="list-style-type: none"> Responsible for implementation of Trust GDPR policies and procedures, maintenance of a data matrix Responsible for compliance and licensing with statutory regulations Responsible for maintaining a library of school documents in line with retention policy 	<ul style="list-style-type: none"> Approve Trust policy Accountable for statutory obligations Named GDPR Director (Chair if vacant) 		<ul style="list-style-type: none"> Accountable for the appointment of Trust DPO (see JD) Responsible for advising schools on FOI requests Accountable for Trust policies and toolkit with standard privacy notices / consent Responsible for support and advise schools, providing training and awareness comms, managing internal data protection activities

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<ul style="list-style-type: none"> Refers FOI request to DPO, follows advice and supports by providing information Informs DPO (who informs CEO) immediately of any data breach 			<ul style="list-style-type: none"> Responsible for monitoring compliance and reporting to Trust Board Responsible for regular GDPR spot checks and feedback Responsible for GDPR external scrutiny on review cycle
Complaints	<ul style="list-style-type: none"> Accountable for resolving complaints locally in line with Trust policy and wherever possible, informally or at Stage 2 Accountable for recording and informing LSC and Trust Board of Stage 2 complaints, progress, and outcome Accountable for responding to any Qualifying Complaint and informs the CEO immediately of this or any other possibility of 	<ul style="list-style-type: none"> Approve complaint policy Manages complaints against CEO Informed of Stage 2 plus complaints, monitoring trends 	<ul style="list-style-type: none"> Support in representation for panels as required Informed of school complaints and response 	<ul style="list-style-type: none"> Accountable for writing and reviewing the Complaints policy, procedure / toolkit for managing Responsible for a Trust complaint register and system for monitoring and reporting all complaints to Trust Board Responsible for supporting with coordinating escalated /unresolved complaints (including IO for beyond Stage 2 with an attempt to resolve pre-Stage 3) Responsible for managing Stage 3 complaints or resolving Trust complaints /

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	reputational risk/media involvement	<ul style="list-style-type: none"> Complaint panels, as required 		<p>managing a complaint against a Headteacher</p> <ul style="list-style-type: none"> Consulted on response to Ofsted complaints, even where delegated to the Local Authority
H&S (including emergency closure)	<ul style="list-style-type: none"> Accountable for the implementation of all aspects of the Health and Safety policy and local delegations (including the HT being overall accountable for school educational visits) Accountable for appointing an Educational Visits Co-ordinator (where not in place, Head assumes responsibility) and use of Evolve software for EV checks (in line with H and S policy) Accountable for premises checks and reporting on Every 	<ul style="list-style-type: none"> Approve Trust policy and accountable for compliance Accountable for Health and EVC policy and monitors compliance with policy through scrutiny of KPIs, deep dives and externally commissioned audits 	<ul style="list-style-type: none"> Informed of trips and educational visits Informed of business continuity plan for school 	<ul style="list-style-type: none"> Responsible for supporting schools, providing training and guidance for handling complaints Responsible for drafting the recommended Health and Safety Trust policy Appoints qualified Responsible Person Responsible person reports RIDDOR to HSE Supports schools in implementation of practice, provides advice and guidance particularly in areas of high risk Responsible for monitoring, analysing, and reporting compliance and action taken to Board

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<ul style="list-style-type: none"> • Responsible for monthly walk arounds as part of the monthly safeguarding checks • Responsible for compliance and licensing with statutory regulations • Responsible for informing the CEO and AD Risk and Compliance in the event of a serious accident (life threatening, serious disfigurement/prolonged recovery) and any RIDDOR • Responsible for management of site risk assessments and procedures for local setting • Responsible for training and reporting compliance in line with Scheme of Delegation • Responsible for inspections of estate, plant, and equipment 			<ul style="list-style-type: none"> • CEO consulted and informed of any emergency closure situation • Responsible for internal risk assurance framework, including externally sourced assurance

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<ul style="list-style-type: none"> Responsible for managing any emergency closure in consultation with CEO (see How To protocol) including informing staff, parents, BSO, LSC in event of emergency closure Responsible for developing and managing critical incident / business continuity procedures 			
Capital	<ul style="list-style-type: none"> Responsible for maintaining building and equipment with a costed maintenance plan, Responsible for drafting proposals for estate's development work in line with school aims, consulting with CIT on procurement and compliance Responsible for capital development, with support from CIT, ordering in line with limits below 	<ul style="list-style-type: none"> Grants approval of building projects / capital budget 	<ul style="list-style-type: none"> Informed of any large-scale capital development project 	<ul style="list-style-type: none"> Responsible for determination of condition surveys and capital work programme in line with limits below Responsible for planning and building control applications Responsible for urgent approval of emergency work Responsible for supporting schools, coordinating, scoping, and supervising major projects

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<ul style="list-style-type: none"> Responsible for recording and disposal of assets in line with limits and procedures 			<ul style="list-style-type: none"> Responsible for supporting and advising CBMs and HTs on procurement in line with FTS regulations
Financial compliance and sustainability	<ul style="list-style-type: none"> Accountable for financial performance and delivery of agreed budget Head accountable for payroll authorisation following internal reconciliations by HR and Finance Teams, reviewed by CBM Accountable for meeting the expectations of all finance policies, including procurement. Accountable for managing local delegation of budgets in line with limits below and segregation of duties (see below) 	<ul style="list-style-type: none"> Accountable for financial management in accordance with requirements Appoints Finance (Business) committee Scrutinise and approve annual budget, management accounts and audit reports 	<ul style="list-style-type: none"> Informed of budget overview and local catch-up funding, 16-19 bursary, Pupil and PE Premium 	<ul style="list-style-type: none"> Accountable for the employment of a qualified accountant as FD/CFO Accountable for drafting for board approval financial policies (including procurement expectations) and delegation of financial limits Accountable for financial strategy and formulating a Trust budget Accountable for financial compliance, process and controls for risk Accountable for managing financial reserves (including any business case from schools) Responsible for Trust planning and analysis cycle

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<ul style="list-style-type: none"> • Accountable for budget development, forecasting and variance analysis inc. school improvement, CLFP, staffing • Supports finance on preparation of monthly and annual accounts and reports, authorising month end procedures • Responsible for management of cash / income • Accountable for best value in expenditure • Responsible for seeking out income opportunities, consulting with CIT • Consults with CIT on procurement opportunities • Responsible for financial authorisations in line with table below 	<ul style="list-style-type: none"> • Accountable for sustained success and compliance • Financial authorisations in line with table • Assessing the effectiveness of operational model and delegated responsibilities • Reserves policy 		<ul style="list-style-type: none"> • Responsible for supporting schools with procurement and fund-raising Responsible for supporting schools to meet financial obligations and best value • Responsible for reporting and recommending all budgets and forecasts, performance, and use of reserves to Board / ESFA • Responsible for the provision of insurance cover and monitoring claims • Responsible for approval of lettings use (beyond fully managed PFI contracts where it is oversight)

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<ul style="list-style-type: none"> • Responsible for reporting and managing insurance claims, in consultation with AD Risk and Compliance • Responsible for submitting a business case to the CFO for use of own reserve if there is an in-year exceptional need 			

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
HR (including recruitment)	<ul style="list-style-type: none"> Accountable for the implementation of Trust HR policy and procedures including implementation of Trust appraisal and pay policy Accountable for alignment to Trust standard operating procedures Responsible for leading school recruitment and retention strategies, aligned with Trust expectations and Safer Recruitment Responsible for developing and appraising staff Responsible for implementing pay determination of school staff in line with Trust policy and STPCD HT (or Head of School if delegates) has delegated responsibility for exercising the 	<ul style="list-style-type: none"> Approval of Trust HR and pay policies Accountable overall for compliance Determination of annual pay awards Determination of pay ranges for Headteachers and Directors (Rem Com) Approval of employee equalities objectives Approval of settlements 	<ul style="list-style-type: none"> Informed and consulted on staff welfare and wellbeing (including EDI) Provides representation for panels as required by the Trust Board 	<ul style="list-style-type: none"> Accountable for HR policies and process and developing a coordinated remarkably high standard (eg recruitment) Accountable for setting Trust EDI employee objectives Responsible for providing HR advice and guidance for schools Consulted on investigation, suspension, dismissal matters Responsible for the management of zero cost settlement or recommendations Responsible for defining and reporting HR metrics and action to Trust Board Responsible for compliance and assurance checks (SCR, recruitment, fixed term contracts) Responsible for Trust statutory reporting Responsible for union collective bargaining (JCNC) Supports schools and coordination of panels for restructure decisions

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
	<p>power to appoint and dismiss in line with staffing delegations below</p> <ul style="list-style-type: none"> • Responsible for own staff welfare and relations • Responsible for managing local union relationships • Responsible for design of staffing structure, consulting with the executive to ensure efficiency and value for money • Supports with information for statutory reporting • Responsible for staff engagement and voice (including EDI) • Responsible for managing disciplinaries in line with table below, including appointing an Investigating Officer and for QAing investigation report 	<ul style="list-style-type: none"> • Appoints CEO and manages pay and performance • Represented on appointment panels for all Headteachers and senior Exec (e.g. CFO, COO) 		<ul style="list-style-type: none"> • Responsible for recommending Trust pay scales and pay assessments • Responsible for the delegated power to appoint and dismiss in line with staffing delegations below • Responsible for Recommends pay determination to REMCO in line with staffing delegations below • Responsible for providing external legal and HR expertise • Responsible for providing an IO for any issues involving a HT or where a HT could be compromised (i.e. member of SLT)

Appendix 1 Scheme of Delegation Powers and Duties

	School (Headteacher Supported by the Cluster Business Manager CBM)	Board & Committees (Trustees)	LSC	CEO supported by the Central Team (Team around the CEO) (Executive Leaders, Operational Leaders and Education Directors)
	Accountable for the overall performance of the school in line with the Trust Core Purpose and the application of Trust policies and key legislation	Overall accountability for performance, compliance, and risk in line with Trust policies and legislation	Monitor, challenge, and support schools	Work closely with schools and ensure that schools are fully aligned to agreed Trust wide approaches Leads and supports improvement Intervenes in line with the One Trust Contract as necessary
Stakeholder voice	<ul style="list-style-type: none"> Administers annual quantitative survey for staff, students and parents in line with timings as agreed with the Trust Board Leads on completion and ensures high response rate by planning in time Explains what categories mean Commits to the People First Charter is a key strategy (as reflected in the SIP) Reports headlines and next steps back to stakeholders and the LSC Ensures beyond qualitative stakeholder voice is integral at key points in the year and before any strategic change Implements a People First Focus Group that links to the EDI Group 	<ul style="list-style-type: none"> Board has headline data from survey reported annually Has Parental Engagement reported in the PRAG Stage 2, 3 and Ofsted QCs reported on the KPIs 	<ul style="list-style-type: none"> Systematically reviews all stakeholder surveys Reviews KPIs in relation to stakeholder engagement Supports the family engagement strategy by attendance at key events, community influence Supports qualitative voice opportunities as arranged with the HT (eg students) 	<ul style="list-style-type: none"> HT supported by line-manager in interpreting results of surveys and reflect next steps in SIP COO works on designing the People First Survey with an external provider Head of Data supports administration of exec summary for HTs and Board reporting

Trustee Delegations

Appointment / removal of		
Members	Members	Supported by governance professional
Trustees	Chair	CEO supports / recommends
LSC Member	Headteacher	Trust Board approval
Governance professional	Trust Board	CEO supports / recommends

Trust Staffing Delegations (in accordance with policy)

	Appointment	Performance Review	Pay
CEO (Accounting Officer)	Chair of Trust	Chair of Trust / Trustees	Trustees (Rem Com)
COO	CEO (Board responsible)	CEO	Trustees (Rem Com)
Executive Headteacher	CEO (Board responsible)	CEO	Trustees (Rem Com)
Headteacher / Associate Head	CEO (Board responsible)	Exec Headteacher	Trustees (Rem Com)
Central Directors	CEO	Senior Executive Leader	Trustees (Rem Com)
Central Associate Directors	CEO / COO	Senior Executive Leader	CEO / COO (NJC)
Deputy or Assistant Headteachers / Support Leaders	Headteacher to decide	Headteacher to decide	Headteacher (within CEO agreed range)
TLR Holder	Headteacher to decide	Headteacher to decide	Headteacher and CBM (moderated in Trust)
Teaching staff (local)	Headteacher to decide	Headteacher to decide	Headteacher and CBM (moderated in Trust)
Support staff (local)	SLT member (inc CBM)	Headteacher to decide	Headteacher / Central Director (job evaluation for new posts)
Teaching / support staff (central)	Director / COO	Line Manager	

Warning / Dismissal	Management of Initial procedure	Warning	Potential for Dismissal / Dismissal	Appeals
CEO (Accounting Officer)	Chair of Trust	Chair of Trust	Chair of Trust	More Senior Manager / Trustees (panel of three) not involved
COO/CFO	CEO	CEO	CEO	
Executive Headteacher	CEO	CEO	CEO	
Headteacher / Associate Head	CEO	CEO	CEO	
Teaching /support staff (local)	Headteacher / Senior Manager Disciplinary – appointment of IO and suspension can be made by CEO, Headteacher or Central Director	Headteacher (disciplinary) Headteacher to decide (sickness absence stage 1 - 2)	Headteacher with Exec Head or CEO/COO supporting /chairing	If CEO is not involved, the CEO, COO or CFO Executive Head and a Trustee or CEO and two Trustees. If CEO has prior involvement, all Trustees
Teaching / support staff (central)	Capability – formal review meetings Headteacher or designated senior leader	CFO, COO, CFO Exec Head or CEO can hear a case and provide warning accompanied by Headteacher / Director or take a case to dismissal, accompanied by an Exec Headteacher or CEO		

Trust Financial Limits and Authorisations

Delegated Duty	Authority Held By	Budgeted Amount	Unbudgeted Spend or Virements	Definitions and Notes
Approval of Purchase Orders Authorising Payments	Budget Holder	0-999	Nil	Budget Amount – a specific line on the budget for the spend Unbudgeted – Not having a specific line on the budget for the spend OR going over an approved budget in total. A business case is required for unbudgeted spend over £10k Virement – Moving spend between different types of budget e.g. reducing spend on ICT to spend on staffing Key Control – Spend over £10k requires 3 quotes of explanation of why this is not possible, spend over the EU limit requires EU compliant procurement.
	CBM	1,000-4,999	Nil	
	Headteacher	5,000-24,999	0-9,999	
	CFO and COO	25,000-74,999	10,000-24,999	
	CEO and CFO or COO	75,000-149,999	25,000-74,999	
	Board/Finance Committee	150,000+	75,000+	
Approval of Central Purchase Orders Authorising Payments	Budget Holder	0-5,000	Nil	
	Associate Directors/Directors (Own Budget Only)	5,000-24,999	Nil	
	CFO and COO	25,000-74,999	0-24,999	
	CEO and CFO or COO	75,000-149,999	25,000-74,999	
School ICT Purchases	CBM + Cluster Network Manager	0-4,999	Nil	
	CBM + AD ICT	5,000-24,999	Nil	
SCA Allocation SCA Spend	AD Estates	0-24,999	0-9,999	SCA Pot allocations decided annual by bid process. AD Estates, CFO, COO and CEO form SCA panel. Board receive proposed use of SCA annually as well as historical spend for the previous year.
	CFO and COO	25,000-74,999	10,000-24,999	
	CEO and CFO or COO	75,000-149,999	25,000-74,999	
Fixed Asset Disposal (Current Net Book Value)	CBM		0-999	Board approve all write offs annually including Fixed Asset write offs and bad debts. ESFA consent required if exceeds 1% of annual income or £45,000 individually; or 2.5% or 5% of annual income cumulatively
	CFO		999+	
Other Write Offs	Headteacher		0-999	
	CFO		1000-44,999	
	ESFA		45,000+	

Delegated Duty	Authority Held By	Value	Notes
Authorisation of Payroll	Headteacher	Any	
R&R / Honararia	CEO	0-5,000	Advice to be sought from CEO prior to committing to payment
Relocation	CEO	0-8,000	
Special payments – staff severance, compensation, or ex-gratia	CEO with Board Awareness	0-49,999	
	ESFA, CEO and Board	50,000+	
Related Party Transactions	ESFA, CEO and Board	40,000+	CEO to be aware of any related party transactions. Will report to board above 20k
Authorisation of Month End Procedures	Headteacher		
Authorisation of Monthly Management Accounts	Headteacher		

Delegated Duty	Type of Control	Limit	Notes
Quotes and Tenders	Minimum of 3 Quotes	10,000+	Quote summary sheet to be completed and Value for Money justified. Guidance can be sought from the Trust Finance and Procurement Manager
	Formal Tender	40,000+	
	Fully OJEU Complaint Tender	200,000+ (inclusive of VAT and over the life of the contract)	Guidance and support for formal tenders and OJEU Compliant tenders to be sought from Trust Finance and Procurement Manager.
Deficit Budgets			
Additional Controls	Authority Held By	Circumstances in which controls operate	
Staffing replacement (post in budget)	CFO/COO	A deficit budget has been set which exceeds 1% of projected income, or Management accounts show that there is likely to be a un-budgeted deficit or a large swing from approved budget	
Staffing addition	CEO	CEO can in an extreme situation authorise a staffing addition if there are exceptional circumstances and there is a plan for absorbing.	
Approval of non-staffing spend	CFO/COO	The approved budget is in a reserve deficit or The Management accounts project a reserve deficit	

