

## **Bridgnorth Area Schools' Trust - Scheme of Delegation for Oldbury Wells School and BAST**

NON-SPONSORED ACADEMIES (Adopted on Sept 2016)

This Scheme:

- sets out the Trust's approach to delegations between the different layers of governance between Oldbury Wells School and the Trust and is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below;
- confirms which powers and functions are reserved to the Trustees;
- should be read in conjunction with the Trust's Committee Terms of Reference;
- may only be altered or revoked by the Trustees.

The Trust's Scheme of Financial Delegation, which the Trust is required to have under the Academies Financial Handbook, is set out in a separate document and also supplements this Scheme in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme is divided into four sections as follows:

- Strategy & Leadership;
- Education & Curriculum;
- Financial;
- HR & Operations.

To assist interpretation of the matters delegated in the Scheme it uses defined phrases which are supplemented by additional comment as appropriate. The defined phrases should be given their common meaning but for the avoidance of doubt an explanation can be found on the final page of this Scheme.

Additionally, at the point of adoption, the Executive Headteacher for the Trust is also the Headteacher of Oldbury Wells School. Both columns are left in place to allow for 'future proofing' the document for the event of appointing a separate Head - or an additional convertor academy joining the Trust.

STRATEGY AND LEADERSHIP				
	Trustees	EXEC HEAD (EH)	LGB	Headteacher (HT)
Set strategic objectives of the Trust & Academies	Determine Receive- for the Trust & Academies	Develop - in the case of the Academies in consultation with LGB & HT	Recommend	Consult Develop with EH and recommend to LGB- in the case of their Academy
Develop the character, mission & ethos of Trust & Academies	Determine - for the Trust Consult - for the Academies	Develop - for the Trust Consult - for the Academies	Deliver and determine - for the Academies in line with Trust aims	Recommend - for the Academies
Deliver strategic objectives of the Trust & Academies	Review	Deliver	Review	Deliver
Scrutiny: Performance - review & challenge progress of the Trust against its strategic objectives and KPIs	Review - progress of the Trust & Academies	Report Review - reports from the LGBs/Heads	Review - progress of the Academy Report - progress to the EH & Board	Report - progress of the Academy to the LGB
Scrutiny: Ethos - operation of the Trust & Academies against the agreed character, mission & ethos	Review	Report	Review	Report
Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Review	Deliver	Comply	Comply

STRATEGY AND LEADERSHIP				
	Trustees	EXEC HEAD (EH)	LGB	Headteacher (HT)
Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Deliver Report - to Board	Review	Deliver Report - to LGB & EH
Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Determine - policies to ensure compliance Review	Deliver Report - to Board	Review	Deliver Report - to LGB & EH
Compliance - completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Determine - policies to ensure compliance Deliver		Deliver	
Trust Risk Register	Review delivery	Deliver - management of corporate risk register	Review - Academy risk register	Deliver - management of Academy risk register
Appointments of Trustees and Governors - ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills to run the Trust and the Academies)	Determine - policies and criteria for the selection of Trustees and Governors Review - the Board's own performance	Report - to the Board on the performance of the LGBs Review - annually the Skills, size, structure and composition of LGB and make	Review - procedures for the election of governors to the LGB where appropriate Review - own performance	

STRATEGY AND LEADERSHIP				
	Trustees	EXEC HEAD (EH)	LGB	Headteacher (HT)
	Review - performance of the LGBs	recommendations.		
Register of Interests	Deliver		Deliver	
Appointment of Clerk - Board and LGBs	Deliver - appoint the clerk to the Board & LGBs		Consult and recommend- in connection with the appointment of the LGB clerk	
Policies and Trust Principle Statements - review and approval (including admissions, DBS, charging and remissions policies, health & safety and safeguarding)	Determine	Deliver - presenting polices to the Board for approval  Report - material non-compliance to the Board	Review - all policies and Trust Principle Statements  Determine policy to compliment Trust Principle Statements	Deliver - presenting Academy specific policies for approval by the LGB  Report - non-compliance to the LGB and the EH
LGB Policies	Receive	Receive	Determine LGB specific polices	Develop and consult.  Deliver

STRATEGY AND LEADERSHIP				
	Trustees	EXEC HEAD (EH)	LGB	Headteacher (HT)
Prepare terms of reference for LGB's and Committees	Deliver Review - annually	Develop	Consult and determine LGB sub-committees.	
Training programme for trustees and governors	Deliver	Develop	Deliver	Consult develop

## EDUCATION AND CURRICULUM

	Trustees	EH	LGB	HT
Key Performance Indicators - setting and reviewing performance of the Trust & the Academies	<p>Determine - Trust wide and Academy KPIs and strategic objectives (SOs)</p> <p>Review - performance against KPIs and strategic objectives SOs</p>	<p>Consult - with the LGBs and propose KPIs and SOs to the Board</p> <p>Receive reports - from the LGBs and report performance of the LGBs against KPIs and SOs</p>	<p>Recommend - targets for performance of the Academy to the EH</p> <p>Review - performance of the Academy and report to the EH</p> <p>Deliver - holding leadership to account for delivery against KPIs and SOs</p>	<p>Deliver - performance of the Academy against KPIs and SOs</p> <p>Report - performance of the Academy to LGB</p>
Academy Development Plan - for each Academy in line with strategic aims of the Trust	<p>Determine (ratify) the Academy Development Plan in consultation with the appropriate LGB</p>	<p>Recommend to Board and LGB on outline content and format.</p>	<p>Develop and Recommend - Academy Development Plan to the Board</p> <p>Review - Progress against academy development plan</p>	<p>Deliver</p> <p>Develop the Academy Development Plan</p>

EDUCATION AND CURRICULUM				
	Trustees	EH	LGB	HT
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	Review - the work of the EH and HT	Review Deliver Support HT in effective development of quality of teaching	Review - at the Academy	Deliver Review - management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LGB
Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Formally determine Trust Principle Statements for curriculum and standards  Review - effectiveness	Deliver	Consult Determine curriculum and standards Review suitability of curriculum and standards / outcomes	Deliver Recommend to LGB
Curriculum - ensuring that the legal requirements for children with special needs are met and that they are given support for learning.	Review compliance		Review	Deliver
Pupil Premium - reviewing and challenging the value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	Review	Report - to Board effectiveness of use of the Pupil Premium across Trust	Determine & Review - how Pupil Premium is spent at the Academy	Deliver Report - on effectiveness of use of the Pupil Premium

EDUCATION AND CURRICULUM				
	Trustees	EH	LGB	HT
Collective worship arrangements for school without religious character			Review	Deliver
Set admissions policy GUIDELINES	Deliver Trust Principle statements for admissions	Develop	Determine full policy	Develop policy
Admission decisions			Deliver	Consult
Consider and evaluating performance of the Academies by: <ul style="list-style-type: none"> <li>▪ reviewing progress against agreed KPIs and SOs</li> <li>▪ holding each academy's leadership to account for academic performance, quality of care and quality of provision</li> <li>▪ monitoring the overall effectiveness and efficiency of leadership and management at the Academies</li> <li>▪ receiving reports on the quality of teaching and learning and making recommendations to the Board</li> </ul>	Review	Review	Deliver	Report
Self-evaluation - carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.	Review	Consult	Review	Deliver
Monitor progress against the Academy Improvement Plan	Review	Consult	Review	Report - Deliver



EDUCATION AND CURRICULUM				
	Trustees	EH	LGB	HT
Report - termly to Board on performance	Review	Review	Deliver	Deliver
Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review Establish format	Review delivery	Receiving reports from the HT  Report any material issues to the Board and the EH	Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies  Report - to the LGB on any material issues
Academy Hours - setting the opening and closing times for the Academies	Determine - in consultation with LGBs		Consult - with the Board	Comply
Term Dates and length of school day	Determine - in consultation with LGBs		Consult - with the Board	Comply
School lunch - ensure provided to appropriate nutritional standards			Review	Deliver
Provision of free school meals to those meeting criteria			Review	Deliver
Safeguarding - including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	Review	Review	Deliver	Deliver

EDUCATION AND CURRICULUM				
	Trustees	EH	LGB	HT
<b>Stakeholder Engagement -</b> <ul style="list-style-type: none"> <li>▪ Promoting partnership working between parents/carers and the Academies to promote high standards of attendance, behaviour and learning by students.</li> <li>▪ Undertaking consultation with students, parents/carers and other stakeholders as part of a programme of regular self-evaluation by the Academies to assess its performance against its stated aims and objectives.</li> <li>▪ Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.</li> </ul>	Review	Consult	Determine	Deliver
<b>Ofsted Inspections Trust Support -</b> <ul style="list-style-type: none"> <li>▪ Board will liaise with Ofsted where MAT is inspected it will assist with an Academy inspection.</li> <li>▪ EH will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review</li> <li>▪ EH will support LGBs and Principals/Headteachers for individual Academy inspections</li> </ul>	Deliver	Deliver	Support	Support
<b>Ofsted Inspections: Academies</b>	Review	Support	Deliver	Deliver

FINANCIAL				
	Trustees	CEO	LGB	Principal/Head
Appointment of the Audit & Risk Committee	Deliver			
Appointment of the Accounting Officer & Chief Financial Officer	Deliver	Deliver - the Accounting Officer role		
Recommend appointment of External Auditors to the Members	Deliver			
Appointment of the Internal Auditors	Deliver			
Approve Annual Accounts	Approve	Deliver - arrange for auditing and filing of annual report and accounts	Comply - by ensuring Academy keeps proper records and providing such information to assist the Trust in preparation of the Annual Accounts	
Scheme of Financial Delegation & Financial Policies - establishing of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine  Comply	Review - compliance  Report - any issues or non-compliance to the Board  Comply	Review - compliance by the Academy  Report - any issues or non-compliance to the EH  Comply	Comply

FINANCIAL				
	Trustees	EH	LGB	HT
Bank Accounts - authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Determine	Recommend		
Funding Model - agreeing a funding model across the Trust and develop an individual funding model for the Academies) so as to the secure the Trust's financial health in the short term and the long term	Determine - in consultation with the LGBs	Recommend a funding model to the Board for approval Review	Consult - with the Board Review - compliance with the overall financial plan for the Academy	Comply
Trust Annual Budget - formulating and setting the Trust wide budget	Determine Approve - significant variances (as defined in the Scheme of Financial Delegation)	Deliver - preparation of Trust budget and present to the Board for approval Review - submission of Trust budget to the EFA		
Academy Annual Budgets - formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)	Determine Approve - significant variances (as defined in the Scheme of Financial Delegation)	Deliver - preparation of Academy budgets in consultation with the LGBs and present to the Board for approval Review - submission of Academy budgets to the EFA	Consult - with EH & CFO in respect of the Academy's requirements Comply Approve within permitted limits (as defined in the Scheme of Financial Delegation) any variances	Deliver - supported by CFO Comply

FINANCIAL				
	Trustees	EH	LGB	HT
Expenditure and ensuring delivery of Annual Budgets	Review	Report - to the board any material issues with delivery against the Annual Budget by the Academies  Receive reports - on matters of concern in connection with compliance with the Annual Budgets	Review  Report - to the EH any issues with expenditure or compliance with the Annual Budgets by the Academy	Report - to the LGB any need for any matters of concern in respect of the Academy's annual budget
Reporting: financial reporting and KPIs	Determine  Review	Deliver	Review	Deliver
Investments - agreeing the investment policy in line with the Academies Financial Handbook and the Scheme of Financial Delegation	Determine and review delivery	Deliver		

HR AND OPERATIONS				
	Trustees	EH	LGB	HT
Appointing the EH	Appoint			
Appointing the HT at each Academy	Approve -in consultation with the EH/ LGBs	Recommend - sit on appointment panel along with, Trustee & representatives of the relevant LGB	Recommend - to sit on the appointment panel with the EH & Trustee	
Appointing of cross-Trust Staff (in line with recruitment policy)	Review	Appoint and report to the Board		
Appointing Academy SLT (excluding HT)		Consult	Appoint and report to the Board	Recommend
Appointing Academy Staff (excluding SLT & Head)			Appoint	Recommend or Appoint according to levels permitted in LGB policy
Establishing Trust wide HR Policies (including recruitment , discipline, capability, grievance and absence policies) in accordance with all appropriate regulations	Determine Review	Comply Consult	Review	Comply
Setting Appraisal Performance Management Policy together with pay reviews (in line with the Trust's pay policy and all statutory regulations)	Review - Receive reports - in respect of appraisal arrangements and carry out tasks delegated in Policy. Review - any appeals.	Review and quality assure process - reporting to board		Review. Report to Board / EH who will carry out tasks as directed by policy. Report to the EH on appraisal arrangements and outcomes

HR AND OPERATIONS				
	Trustees	EH	LGB	HT
Setting Terms and Conditions of Employment and Staff Handbook	Determine - and consider any proposals by LGBs to make amendments	Recommend	Consult - report to Board on any suggested changes to the Academy's terms and conditions	Comply and recommend
Dismissing staff (in accordance with the Trust disciplinary and capability policies)	Deliver	Review Report - any consideration for dismissal to the Board	Review - in respect of the Principal of the Academy	Report - any consideration for dismissal to the Board
Reviewing discipline and grievance policy	Review delivery	Recommend	Review - in line with Trust policy	Consult
Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Deliver	Comply	Comply

HR AND OPERATIONS				
	Trustees	EH	LGB	HT
Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Review	Deliver - in accordance with Trust policy	Recommend
Enter into contracts - up to limit of delegation set out in Scheme of Financial Delegation	Deliver	Deliver	Review	Deliver
Determining and allocating central services provided to the Academies by the Trust	Determine (in consultation with the LGBs)	Deliver- on recommending the allocation of services to the Board	Consult	Consult
Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to Board	Report - to the Board	Report
Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained	Determine - Trust wide policy	Recommend	Determine - academy plan in accordance with Trust policy Review delivery of academy plan	Deliver - in accordance with Academy policy
Acquiring and disposing of Trust land	Deliver	Recommend		
Changing use of Assets	Deliver		Recommend to the Board of any changes to fixed assets used by the Academy	
Arranging insurance for the Trust	Review	Deliver		



HR AND OPERATIONS				
	Trustees	EH	LGB	HT
Media and PR - overseeing public relations activities to project the activities of the Trust to the wider community	Review	Deliver - Trust wide activities	Comply	Comply
Information management - including adopting and following policies for information security and compliance with Fol and DPA legislation and maintaining accurate records (staff, student)	Determine	Deliver	Comply	Comply
Academy Prospectus			Deliver	Recommend
Trust Prospectus and website	Review	Deliver		

In this Scheme the phrases used above have the following meanings:

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

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

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

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

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

**Recommend:** the individual/group that should make recommendations as to how a particular task should be completed. In the case of:

- the CEO they will be making recommendations to the Board and/or LGB (as appropriate)
- the LGB they will be making recommendations in relation to their Academy to the Board, CEO and/or Principal/Head (as appropriate)
- the Principal/Head they will be making recommendations in relation to their Academy to the CEO and/or LGB (as appropriate).

**Report:** the individual/group that has responsibility for reporting on the delivery of tasks. In the case of:

- the CEO they will be making reports to the Board and/or LGB (as appropriate)
- the LGB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate)
- the Principal/Head they will be making reports in relation to their Academy to the CEO and/or LGB (as appropriate).

**Review:** the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of:

- the Board they will be reviewing the CEO and/or LGB (as appropriate)
- the CEO they will be reviewing the Principal/Head
- the LGB they will be reviewing the Principal/Head and his/her leadership team.

**Support:** the individual/group that should support completing a particular task.