

BDMAT Scheme of Delegation: All Schools October 2025

Introduction

Our Multi-Academy Trust, Birmingham Diocesan Multi-Academy Trust (BDMAT) provides an option for the family of Church schools and academies in the Birmingham Diocese to join a Multi academy Trust, meeting the requirements for governance for Church of England schools. BDMAT also welcomes non-Church of England schools that support our vision and values. BDMAT is committed to the provision of high-quality education.

BDMAT is run by an Executive under a Board of Trustees (referred to as Directors) and is accountable to the Department for Education (DfE) and agencies thereof. The Board of Directors is appointed by the Members of the Trust. Each School within BDMAT has its own Local Academy Board (LAB) or in exceptional circumstances an Executive Governing Body (EGB). The Governors who serve on the LAB / EGB are formally appointed by the Board of Directors. They include both parent, staff and community representatives and in our church schools there will be church representatives.

The way it works

Directors have overall legal responsibility for the operation of BDMAT and the schools within it – further details can be located in the BDMAT Governance Plan. This Scheme of Delegation provides for certain functions to be carried out by one or more of the following:

- the board of directors ('the Board')
- the Chief Executive Officer ('the CEO'), who is an executive member of the board of directors; and/or the CFO who is an executive but not member of the board of directors; and / or
- the Local Academy Board / Executive Governing Body and / or the Headteacher of individual schools.

At a Board meeting on 24 October 2024, Directors gave the power to the Chair of the Board to act on their behalf without calling a meeting under the following circumstances:

- Approve the application of nationally recommended pay rises to the Trust (where this falls outside the timing of scheduled meetings)
- Approve the signing/issue of settlement agreements outside the authority of the CEO
- Approve requests/recommendations discussed at board level where an adjustment(s) to proposals have been requested. This will prevent proposals needing to be resubmitted to future Board meeting where timing is a factor
- Removal or suspension of Chair of LAB (appointment would remain with full Board)
- Suspension of member of the Leadership (CEO, CFO)

- Finance: Awarding of contracts where Director's approval is required (where this falls outside the timing of scheduled meetings)
- Reputational risk: permission to act if waiting could damage the reputation of BDMAT
- Operations: approval of capital works and/or variations to approved capital works where a decision is needed before the next planned meeting
- Urgent ad / hoc matters which need approval before the next planned board meeting

All schools are required to operate in accordance with BDMAT's policies and procedures, as well as demonstrating principles of good financial and estates management. Members, Directors, Governors and staff must comply with the latest version of the Academy Trust Handbook. BDMAT and its schools are subject to annual external and internal audit, as well as other assurance work as required by the BDMAT's Risk, Governance and Audit Committee. In the event that a school is designated as "high-risk" or where limited assurance on controls can be provided by internal audit then the school may be presented with a bespoke scheme of delegation that reduces the level of delegated responsibility in some or all areas.

The BDMAT Board of Directors

Many of the Director's responsibilities fall within the remit of the Terms of Reference for the:

- Finance and Resources Committee (FRC)
- School Effectiveness Committee (SEC)
- Risk, Governance and Audit Committee (RGAC)
- Pay Committee

Where functions are to be carried out by a committee this is identified in this Scheme of Delegation. If no Committee is mentioned the Board of Directors will deal with the matter or delegate to a specific committee or establish an ad hoc group for this matter.

The BDMAT Leadership Team

The Leadership Team comprises the Chief Executive Officer (CEO), the Chief Finance Officer (CFO), The Head of Finance, The Head of School Support, The Head of IT, The Head of Operations, the Head of HR and the four MAT Education Leads. In the absence of the CEO the CFO deputises for them in matters of finance, governance and one of the MELS shall be appointed to lead on all matters relating to education.

Priority Schools

Schools are designated as a priority when support is required from the MAT to meet the expected standard in key areas of a school's operations. The MELs and CEO will judge schools to be a priority based on:

- the latest Ofsted or SIAMS inspection reports
- outcomes
- complaints
- turnover
- Leadership capacity based on churn / experience
- due diligence activities conducted by BDMAT undertaken before transfer into BDMAT.

The school category allocation is very important because it dictates the following:

- the 'make-up' of the Local Academy Board
- the extent to which responsibilities are delegated to the school
- the funding arrangements

When a school is designated as a 'priority' it can lead to:

- the Executive Team explicitly directing the senior leadership team, with reduced autonomy
- an increase in support and/or resources (either financial or staffing)
- increased scrutiny and monitoring of the school by the BDMAT Central Team
- replacing the LAB with an EGB (see below)

Local Academy Boards

Local Academy Boards are committees of the main BDMAT board. The 'make-up' of and powers of the LAB may be adapted when there is a particularly high level of vulnerability identified. In such Priority Schools with the highest levels of need the LAB may be withdrawn and replaced with an Executive Governing Body (see section below). Alternatively, the LAB will remain in place with a separate scheme of delegation outlining its reduced duties alongside a newly introduced EGB's assuming key duties and responsibilities around school improvement, standards and leadership.

Local Academy Boards have certain powers delegated to them (see below). Where there is a need for immediate action at a local academy board level, the chair of the LAB may act on behalf of the LAB (the LAB will need to pass a resolution outlining the powers it has delegated to the chair of the

LAB to undertaken without immediate reference to them – all actions undertaken as ‘chairs actions’ must be reported and discussed at the following full board meeting and recorded).

Executive Governing Boards

The CEO may apply to the Board of Directors to redesignate a LAB as an Executive Governing Boards (EGB) where there are significant concerns regarding the performance of a priority school. On some occasions the LAB may continue as well as having an EGB in place – in these circumstances there will be a separate scheme of delegation for each of the bodies. The EGB will be chaired by a member of the Leadership Team / MEL and will normally consist of the following:

- Chair: Member of the BDMAT Executive Team
- Ex-officio members: (the headteacher and the incumbent or representative of the Church of England)
- Parent representatives (max 2) (not required on the EGB if a LAB still remains in place alongside the EGB)
- Staffing: At least one member and no more than two, who will represent the interests of the staff (not members of the senior leadership team of the school) (not required on the EGB if a LAB still remains in place alongside the EGB)
- Additional governors as the CEO feels would best support the EGB, including, on occasions other members drawn from the BDMAT Board of Trustees and from outside the organisation (with or without voting rights).

The EGB will be a committee of the Board of Directors and has delegated power to direct and support the school. This may include withdrawing delegated responsibilities of the school leadership team and undertaking these duties as an EGB. A separate scheme of delegation will be in place for each individual EGB to ensure that it meets the needs of that school.

Delegated functions

This original Scheme of Delegation was adopted by BDMAT at a Board Meeting held on 18th July 2017 and then formally ratified on 30th November 2017. The Scheme of Delegation will be reviewed at least annually and/or whenever there is a significant legislative or regulatory change affecting the delegations by the Board of Directors and in consultation with the Leadership Team, LABs and Headteachers. All changes will be approved at Board meetings with the date of the document version and effective date altered on the covering page. The most up-to-date Scheme of Delegation will be maintained on BDMAT’s website.

STRATEGIC DIRECTION

Aspect	Priority School	Board of Directors	Central Leadership	Local Academy Board	Headteacher
Development of the strategic plan for the Trust	N/A	Approves the strategic direction of the Trust and monitors Implementation.	Recommends strategic direction and reports on implementation and impact.	Consulted via the LAB Network and Board link director.	Consulted via Head Teacher Network meeting.
Growth and new schools	N/A	Approval of the Trust's Growth Plan. Approval to conduct due diligence on proposed new schools. Approval to sign Memorandum of Understanding of transfer to the Trust.	Recommend the Trust's Growth Plan. Recommend due diligence process commences Recommend transfer of school/academy to the Trust.	No role	No role
Articles of Association	N/A	Articles of association are Amended by the 'members' but the directors can advise members.	No role	No role	No role

LEGAL, GOVERNANCE AND RISK MANAGEMENT

Aspect	Priority School	Board of Directors	Central Leadership	Local Academy Board	Headteacher
Establishing the Governance Plan	N/A	<p>Writes the governance plan and receives reports from the executive on performance against this plan.</p> <p>Sets terms of references for its own committees.</p> <p>Establishes an instrument of government for each LAB which outlines the LAB's remit and the constitution of governors required.</p>	<p>Implements the governance plan and monitors the effectiveness of each LAB, ensuring it is working towards the terms of reference.</p>	<p>Operates within the terms of reference and delegated powers set by the Directors within the Governance Plan (including BDMAT Governor Handbook).</p> <p>LAB decides on the structure required to fulfil its role.</p> <p>Self-reviews against terms of reference on an annual basis and submits this to the executive.</p>	N/A
Appointment of chair and vice chair and chairs of committees of Trust	N/A	<p>Directors appoint the chair, vice chair and chairs of Committees on an annual basis.</p>	No role	No role	No role
Appointment (and removal) of directors	N/A	<p>Members appoint and remove directors.</p>	No role	No role	No role
Appointment (and removal) of governors of local academy boards	N/A	<p>Directors appoint and remove Chairs of LABs and EGBs.</p> <p>Directors suspend LABs</p>	<p>Recommends the appointment of the chairs of LABs to Directors.</p> <p>In partnership with the Church of England,</p>	<p>Recommend new governors to the CEO.</p> <p>LABs have authority to remove governors in line with the Governance Plan</p>	No role

		and establish EGBs. Directors appoint members to the EGB.	Birmingham Board of Education the CEO approves the appointment of all governors. CEO recommends to the Diocesan Board of Education for the appointment of foundation governors to LABs. CEO to propose to the board the suspension of LABs, replacing them with an EGB.	(in particular, where there has been a breach of the Governor Code of Conduct).	
Appointment (and removal) of chairs and vice-chairs of local academy boards	N/A	Directors appoint and remove of Chairs of LABs and EGBs.	Recommends the appointment of Chairs of LABs to Directors.	Annually appoints a governor to serve as Vicechair for a one-year term.	No role
Appoint auditors	N/A	Board of Directors recommend external auditors to Members. Members appoint external auditors.	CFO coordinates tendering process on behalf of Members.	No role	No role
Scheme of Delegation	N/A	Approves the Scheme of Delegation on an annual basis.	Recommends the Scheme of Delegation at least annually (or more frequently if an urgent change if required).	Consulted on fundamental revisions to the Scheme of Delegation.	Consulted on fundamental revisions to the Scheme of Delegation.
Statutory Audit Procedures	N/A	Board of Directors approves the BDMAT's statutory accounts and recommends them to Members.	CFO prepares and files all statutory accounts. Executive implements the recommendations of the auditors.	Supports the implementation of recommendations from auditors.	The Headteacher is required to support statutory audit procedures as directed by the

					<p>CFO and the Finance and Resources or Risk, Governance and Audit Committees.</p> <p>Supports the implementation of recommendations from auditors.</p>
Risk Management	N/A	<p>Approval of BDMAT risk management framework.</p> <p>Scrutinise the BDMAT risk register and monitor the effectiveness of mitigating actions.</p>	<p>Executive Team implements risk management framework, ensuring risk registers and mitigating actions are periodically reviewed.</p> <p>CFO reports on new risks and changes to the Board of Directors and Risk, Governance and Audit Committee.</p>	<p>LAB scrutinises school's most significant risks on its risk register and the school leader's mitigations.</p>	<p>Maintains school risk register in line with the BDMAT's risk management framework.</p> <p>Submits the risk register to the Deputy CEO on each occasion it is amended.</p> <p>Report most significant risks (risk register) to the LAB on a termly basis.</p>
Statutory Policies	N/A	<p>Approval of all statutory policies required under UK legislation and DfE or ESFA regulations.</p>	<p>Recommend statutory policies required t under UK legislation and DfE or ESFA regulations.</p>	<p>Consulted on school level policies required under UK legislation and DfE or ESFA regulations.</p>	<p>Consulted on school level policies required under UK legislation and DfE or ESFA regulations.</p> <p>Implementation of requirements contained within all policies approved by Directors.</p>

GDPR	N/A	Board of Directors receives reports on Freedom of Information Requests and Subject Access Requests received from the Executive Team.	Submit and respond to Freedom of Information Requests and Subject Access Requests relating to BDMAT, supported by the Head of School Support (DPO).	LAB receives reports on Freedom of Information Requests and Subject Access Requests received from the Headteacher.	Respond to Freedom of Information and Subject Access requests relating to the school, supported by the Head of School (DPO).
Cyber Security	N/A	Governance, Audit and Risk Committee approves the BDMAT Cyber Response Plan.	CEO has overall responsibility for cyber security measures in place across BDMAT. CEO recommends the Cyber Response Plan to the Governance, Audit and Risk Committee.	LAB, if required, to support the implementation of the Cyber Response Plan.	Headteacher to ensure cyber security measures are followed by staff in school and, if required, support the implementation of the Cyber Response Plan.

EDUCATION

Aspect	Priority School	Board of Directors	Central Leadership	Local Academy Board	Headteacher
School Improvement Plan	*Receive termly monitoring	The School Effectiveness Committee to receive reports from the MELS regarding the implementation and impact of school improvement plans across the trust.	CEO and MELs undertake an ongoing monitoring process of school Improvement plans. The CEO & MELS monitor delivery of School Improvement Plans*	Receive termly reports on progress towards priorities in the School Improvement Plan and monitor concerns. Receive termly reports on attendance. Report any significant slippages or concerns to the CEO / MEL (School Improvement).	Produce a School Improvement Plan and support the delivery of BDMAT's strategic ambitions. Monitoring of progress against the School Improvement Plan and report this progress to the CEO (MELS) and LAB on a termly basis.
Attendance	N/A	The School Effectiveness Committee to receive reports from the Head of School Support regarding pupil attendance.	Head of School Support on behalf of the CEO reviews pupil attendance and reports concerns to the CEO.	Receive termly reports from the headteacher on attendance.	In consultation with the Head of School Support set targets for pupil attendance for the whole school and vulnerable groups (SEND, pupil premium etc) and monitor progress toward these targets; monitor authorised and unauthorised pupil leave in term time. Encourage and support high attendance from all groups.
Curriculum	N/A	School Effectiveness Committee receives reports from the CEO that the	Ensures that the curriculum in all schools meets the requirements of	Ensures that the curriculum reflects the needs of its community.	Sets the curriculum for their school, ensuring that requirements of the National

		curriculum in each school meets the legal requirements and that Christian values run through the curriculum.	the National Curriculum, that the curriculum is ambitious, knowledge rich, progressive and broad and balanced, and that Christian values run through the curriculum.	In our church schools ensures that our Christian values run through the curriculum and it supports the doctrine of the Church of England.	Curriculum are met, that the curriculum is ambitious, knowledge rich, progressive and broad and balanced and that Christian values run through the curriculum.
Teaching and learning (pedagogy)	N/A	Approves the BDMAT School Improvement Strategy (part of the BDMAT Strategic Plan).	Delivery of the BDMAT School Improvement Strategy, which sets the direction for teaching and learning in all BDMAT schools. MELs provide direction on pedagogy to priority schools as required.	Receives termly updates on the effectiveness of teaching and learning in the school and refers any concerns to the CEO.	Ensures that effective pedagogy is in place that leads to high standards of achievement. Monitors the effectiveness of teaching and learning and summarise strengths and areas for development in the school evaluation summary.
School hours and term dates	N/A	No role	The CEO approves the school term dates and opening and closing times.	Consulted on school term dates and opening and closing times.	Recommends term dates and opening and closing times to the Local Academy Board and CEO.
Admissions, Appeals Policies	N/A	The Board of Directors approves all admissions criteria and policies and any amendments to them. The Board of Directors approves changes to the Pupil Admission Number	CEO will approve admissions above PAN (outside of fair access). CEO will recommend to the Board of Directors where a change in PAN or other significant change is required at a school. CEO approves appeals process if not managed by the Diocesan Education Team.	The LAB will have an admissions sub-committee that will consider all in year admissions within statutory deadlines. Recommends school over subscription criteria to the Board of Directors. Consulted by the DOE when a change in PAN or other significant change may be required.	Administers the Trust model admissions policy and the agreed over subscription criteria. Headteacher or a member of SLT report to the LAB admissions sub-committee on all in year admissions (PAN) or other significant changes in each school (to be formally approved by DfE). Headteachers will consult with the DOE on any admissions

				<p>The appeals process will be undertaken by the Diocesan Education Team, unless otherwise agreed by the CEO.</p>	<p>above PAN (outside of fair access).</p> <p>Headteachers will consult with the DOE on any instances where they want to challenge the admission of a pupil with an EHCP or a LAC pupil.</p> <p>The Headteacher will consult with the DOE when a change in PAN or other significant change may be required.</p>
Exclusions	N/A	SEC Receives termly reports on exclusion rates from the DOE.	<p>CEO monitors the number of exclusions in schools and holds leaders to account where there are concerns regarding exclusions.</p> <p>CEO ensures Independent Review Panels are held when a parent requests one.</p>	<p>Receive a termly report on exclusions.</p> <p>Undertakes appeals of exclusions.</p> <p>Has a legal duty to inform the parent(s) of an excluded child of their rights to an Independent Review Panel hearing.</p>	<p>It is the headteacher's decision to exclude.</p> <p>Reports termly to the LAB on the number of exclusions.</p> <p>All assaults on members of staff should be reported to the CEO.</p>
Emergency closures e.g. due to snow / flooding / loss of essential utilities	N/A	Chair of the Board informed of any closures beyond 1 day.	<p>CEO authorises closures of schools beyond 1 day.</p> <p>CEO reports closures of more than 1 day to Chair of the Board of Directors.</p>	<p>Consulted on first day of emergency closure.</p>	<p>The Headteacher to decide on day 1 of closure in consultation with the chair of LAB and inform the CEO of the closure.</p>
Website compliance	N/A	SEC receives reports from the CEO (Hd of SS) on non-compliance of school websites.	<p>CEO (Hd of SS) reports any noncompliance to SEC.</p>	<p>Receives annual report on school's website compliance.</p>	<p>Ensure school website meets all legal and BDMAT requirements and report to LAB annually.</p>

<p>Pupil Premium, Sports Premium and Other Ringfenced Funding</p>	<p>N/A</p>	<p>SEC receives an annual report on the use and impact of Pupil Premium and Sports Premium.</p>	<p>CEO reports annually to SEC on the use and impact of Pupil Premium and Sports Premium.</p>	<p>Receive annual report on the use and effectiveness of the funding.</p> <p>Nominate a member of the LAB who has responsibility for Restricted Funding (Pupil Premium and Sports Premium).</p>	<p>Ensure that Pupil Premium, Sports Premium and Catch-up Premium are used in accordance with the DFE grant conditions.</p> <p>Produces a report on the use and impact of the funding to the LAB and CEO.</p>
<p>Educational collaborations and partnering arrangements</p>	<p>N/A</p>	<p>No role unless it meets financial thresholds.</p>	<p>The CEO will assess or review any proposals / memberships put forward by the Headteacher. The CEO may decide to:</p> <ul style="list-style-type: none"> • approve the proposal as submitted to the CEO or • approve the proposal subject to any amendments the CEO considers appropriate or • reject the proposal or • refer the proposal to the SEC for a decision. 	<p>Ensure that any collaboration or partnering arrangement with other schools offer ‘value for money’.</p>	<p>Notify the CEO of any proposals to enter into, renew, amend or terminate any collaboration or partnering arrangement with other schools that involves payment in excess of £5,000.</p> <p>Provide such further information and assistance as the CEO may need in order to decide concerning the arrangement.</p>
<p>Maintaining the school’s Christian foundation (Church Schools only)</p>	<p>N/A</p>	<p>Establishes the vision for its schools.</p> <p>Holds the BDMAT Leadership to account for upholding the Trust’s Christian foundation, including outcomes from SIAMS inspections.</p>	<p>Appoint Christian Distinctiveness Advisors to ensure school leaders are effectively supported in upholding the school’s Christian foundation.</p> <p>Holds headteachers to account on upholding the Trust’s Christian foundation, including</p>	<p>Consult with stakeholders to ensure the school’s Christian foundation is being supported and promoted.</p> <p>Receive and discuss records of visits from the BDMAT Christian Distinctiveness Advisor.</p>	<p>Ensure that the school’s Christian foundation is supported and promoted.</p> <p>Ensure a daily act of Christian collective worship is held.</p> <p>Lead the school through SIAMS inspections.</p>

			outcomes from SIAMS inspections.	Raise concerns with the CEO regarding any concerns re school leaders supporting and promoting the Christian foundation.	
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FINANCE

Aspect	Priority School	Board of Directors	Central Leadership	Local Academy Board	Headteacher
Budget	N/A	Receive and approves budget recommended by F & R Committee.	<p>CFO sets budget setting framework, including key budgeting assumptions and timelines.</p> <p>CFO recommends 3-year financial plan and annual budget FRC.</p>	Consulted on draft school budget by headteacher	Prepares and recommends a 3-year school budget to the CFO.
Budget Monitoring and delivery	N/A	<p>Board of Directors receives monthly management accounts.</p> <p>Finance and Resources Committee receive and scrutinise management accounts.</p>	<p>CFO produces monthly consolidated management accounts and reviews performance against budget, taking action where required.</p> <p>CFO presents management accounts to the FRC on a termly basis.</p> <p>The Executive Team has the authority to direct control of school finances where the CFO has concerns regarding the school's management of finances.</p>	<p>Receives monthly management accounts from the central Finance Team.</p> <p>Chair of LAB (or their nominated rep) meets with Head and School Finance Partner to review management accounts.</p> <p>Chair of LAB (or their nominated rep) raises any concerns regarding school financial management with the CFO.</p>	<p>Responsible for spending in line with the approved budget.</p> <p>Reports management accounts to LAB on a termly basis.</p>
Use of BDMAT Central Reserves	N/A	FRC approves business cases for submissions outside the delegated authority of the CEO.	<p>CFO reviews business cases and will either:</p> <ul style="list-style-type: none"> • Approve or recommend in line with delegated financial limit or 	Consulted on business case in line with the School Improvement Plan.	Proposes business case to the CFO for access to BDMAT Central Reserves.

			Reject. The Central Leadership Team to recommend any Trust wide business cases for the use of BDMAT Central Reserves to the Board of Directors.		
Capital Budget	N/A	Board of Directors approves IT and Estates capital programmes. FRC monitors progress against capital programme annually.	CEO recommends Estates and IT capital programme to Board of Directors.	No role	Consulted on Estates and IT requirements.
Writing off bad debts	N/A	FRC approves writing off debts greater than £5,000. Writing off debts in excess of £45,000 / 1% of annual income etc: <i>(See 5.20 of academies handbook for full details)</i> requires ESFA approval.	CFO approves writing off debts up to £5,000.	Approve writing off debts up to £1,000.	Recommends writing off individual debts up to £500.
Staff Expenses	N/A	Chair of the Board of Directors approved CEO expenses.	CEO approves Leadership Team's expenses. Head of Department approve central team expenses. CFO approves all Headteacher expenses through approval of school's monthly payroll.	No role	Headteacher approves all school staff expenses.
Procurement	N/A	Board of Directors approve Contracts / agreements with a value in excess of £100,000.	CFO approves contractual agreement with a value in excess of £10,000 and recommends agreements in	No role	Headteacher approves contractual agreements with a value of less than £10,000.

			excess of £100,000 to the Board of Directors.		
Expansion/ reduction of existing facilities or taking on new premises	N/A	Board of Directors reviews any proposals put to it by the Executive Team and may: <ul style="list-style-type: none"> • approve the proposal as it was submitted to it. • approve the proposal subject to any amendments it considers appropriate • reject the proposal 	CEO & Leadership team assess any proposal put forward by the Headteacher and either: <ul style="list-style-type: none"> • approve the proposal as it is • approve the proposal subject to any amendments Leadership considers appropriate or • reject the proposal 	Consulted by the headteacher and CEO to expand / reduce / take on new facilities.	Consult with the LAB and apply to the CEO with any proposal to expand / reduce any existing provision or to take on new facilities at the school. Provide such further information and assistance required by the CEO.
Insurance	N/A	FRC to ensure appropriate insurance arrangements are in place.	CFO to procure and manage insurance policies for the Trust.	Consulted on any additional insurance needs that may be required for their school.	Inform the CFO of any additional insurance requirements not covered by the RPA insurance scheme (The risk protection arrangement (RPA) for schools - GOV.UK (www.gov.uk)) Report any insurance claims to the Head of Operations.
Legal claims	N/A	The Board of Directors approves action as it may reasonably require in relation to the defence or prosecution of any claim or proceedings.	The CEO assesses any actual or potential claims and reports any significant or high-risk claims to the Board of Directors. CEO approves the use of solicitors for legal advice/representation. The CEO to instruct the Headteacher and/or Local Academy Board in relation to the conduct of the claim or proceedings.	Informed of any actual or potential claims or proceedings affecting the school. Act on any instructions received from the Board of Directors and/or the CEO.	Report to the CEO any actual or potential claims or proceedings affecting the school immediately. Act on any instructions received from the Board of Directors and/or the CEO.

HUMAN RESOURCES

Aspect	Priority School	Board of Directors	Central Leadership	Local Academy Board	Headteacher
Pay and performance management	N/A	<p>Approval of whole Trust Pay Policy, pay scales and benefits.</p> <p>Performance management of CEO and remuneration package.</p> <p>Directors act as the Pay Body for the Trust, with some responsibility</p> <p>Sets the pay range of the BDMAT Leadership Team.</p> <p>Receives an annual report on the pay increases and salaries of all headteachers, CFO and BDMAT Heads of Department.</p>	<p>CEO ensures that all BDMAT Central Team staff receive appropriate appraisal and remuneration & correct implementation of the BDMAT Pay Policy for these staff.</p> <p>The CEO (or their rep) performance manages all headteachers,</p> <p>The Leadership Team sets the pay ranges for all job roles within the Trust with the exception of their own.</p> <p>Approves all applications from teaching staff to go through the threshold through a threshold committee.</p>	<p>LAB chair supports the CEO (or their rep) in the annual appraisal of the headteacher.</p> <p>Responsibility for pay appeals from staff.</p>	<p>Ensures that appraisals are undertaken in accordance with the BDMAT Performance Management Policy Implements the BDMAT Pay Policy for all staff</p> <p>Recommends applications from staff to go through the upper pay threshold to the threshold committee.</p> <p>Report whether all staff received appraisal reviews in the previous year.</p>
Leadership Team Appointments	N/A	<p>The Board of Directors appoints the CEO.</p> <p>Directors participate in the selection process of all other members of the Leadership Team.</p>	<p>CEO to lead the process of appointments to the Central Leadership Team.</p>	None	None

School Senior Leadership Team appointments	N/A	Board required to support Headteacher appointments.	<p>The CEO (or their representative) in consultation with the LAB, appoints headteachers, with Board presence.</p> <p>CEO makes final decision on all SLT appointments where the selection panel does not agree.</p>	<p>The LAB will have representation on the appointment board for SLT appointments, including appointment of Headteachers.</p> <p>The LAB will be consulted on the staffing structure for the school, including the composition of the SLT – this will be part of the budget approval arrangements.</p>	Lead the process for SLT appointments, supported by the MELS.
School staff Appointments	N/A	No role	<p>Hd of Finance and Finance Partner to approve all planned appointments.</p> <p>CEO or their nominated representative to lead in the appointment of all site and cleaning staff.</p> <p>CEO or their nominated representative to be involved in the appointment of admin leads in schools.</p>	A member of the LAB will participate in all teacher appointments and admin lead, where possible.	Lead the recruitment of all vacancies, supported by a representative of the Local Academy Board for teaching posts if available.
Individual variations of contract	N/A	No role	The Hd of HR approves any change to the terms of employment.	None	To propose any change to terms of employment to the Hd of HR.
Terms of Employment	N/A	Approve all amendments to terms of employment.	To recommend changes to terms of employment to directors.	Consulted re any proposed amendments to terms of employment	Consulted regarding any proposed amendments to terms of employment.
Restructuring	N/A	FRC to approve restructures with financial implications	The CEO to approve restructures with financial	To be Consulted on any restructuring by the Headteacher.	Notify the Hd of HR as soon of possible of any plans to restructure.

		over £50,000 or affecting more than 10 staff.	implications up to £50,000 or affecting less than 10 staff.		The Headteacher will run the consultation on behalf of the Trust in line with Trust policies.
Dismissals (including as a result of failure of probationary period)	N/A	3 Directors and a member of the Executive Team will participate in dismissal hearings for Headteachers. 3 Directors will participate in dismissal hearings for members of the Leadership Team.	The CEO is to be consulted on all potential dismissals. The CEO (or rep) will participate in dismissal hearings for all senior leaders and Headteachers.	3 members of the LAB and a member of the Leadership Team will participate in dismissal hearings for staff. Where there are insufficient members of the LAB to undertake the hearing, members of the LABs of other Trust schools or members of the Central Team may be seconded on to the committee to participate in the dismissal hearing.	Follow the procedures set out within the relevant Trust policy where a decision has been identified to potentially dismiss. Consult with Hd of HR regarding the potential dismissal of any employee.
Disciplinary and Capability Measures	N/A	Board of Directors informed of any disciplinary and capability issues related to Headteachers and members of the Leadership Team for oversight and to ensure procedures have been correctly followed. The Chair of the Board (or their representative from the board) of Directors will lead on any disciplinary or capability issues related to the CEO following the procedures within the relevant Trust policy.	Hd of HR will advise the Headteacher and ensure the Disciplinary Policy / BDMAT Capability Policy is followed. CEO will manage any disciplinary/capability issues for any BDMAT Central Team staff, headteachers and members of the Leadership Team. The CEO has authority to suspend Headteachers, Trust	The Local Academy Board Chair should report any disciplinary / capability issues regarding the headteacher directly to the CEO.	Consult with HR Dept regarding the suspension of a member of staff and the imposition of disciplinary and/or capability measures. The Headteacher has authority to suspend members of school staff, other than senior leaders, where necessary, either before a disciplinary investigation commences or during the process. Suspension should only be undertaken in exceptional circumstances such as to ensure a fair investigation can take place and / or to protect

			<p>Executive Team members and Central Team staff where necessary, either before a disciplinary investigation commences or during the process.</p> <p>CEO to notify the Board of Directors:</p> <ul style="list-style-type: none"> • if the employee concerned is the Headteacher, a member of the Senior Leadership Team of the school or a member of BDMAT Central Executive and • where the imposition of a disciplinary or capability measure is or may be the appropriate course of action. 		staff / pupils' safety (including the member of staff being investigated)
Severance, compensation and ex gratia payments in settlement agreements	N/A	<p>Chair of the Board of Directors and Chair of Finance and Resources Committee jointly Authorises compensation payments over £20,000.</p> <p>Note any noncontractual compensation payments over £50,000 and all exgratia payments require ESFA approval.</p>	Authorise compensation payments up to £20,000.	No role	No role
Safeguarding	N/A	Approve Safeguarding Policy for members of the Trust Central Team.	CEO to inform the Chair of the Board of Directors of any safeguarding issues raised in respect of any member of staff.	LABS are responsible for ensuring that their school's child protection and safeguarding policy follows the Local	The Headteacher is to ensure the LADO, Head of School Support and chair of LAB are notified immediately of any

		<p>Approve all centralised safeguarding policies.</p> <p>Board of Directors to receive reports at each meeting regarding safeguarding provision within its schools, including any incidents of whistleblowing.</p>	<p>CEO to ensure that safeguarding procedures within the schools and Central Team meet all national and local requirements and that a policy is in place for these staff.</p> <p>CEO ensures the LADO, Chair of the Board of Directors and Head of School Support are notified immediately of any safeguarding issues or concerns relating to Headteachers, Directors Members, or the Trust Central Team.</p> <p>It is the responsibility of the CEO to ensure that all BDMAT LABs fulfil their role in safeguarding, ensuring safeguarding policies and procedures are implemented by the school and promoted to all staff, and that the Trust has systems in place to assess the effectiveness of the policies and procedures. The Leadership Team recommends safeguarding policies to the Board of Directors. The Head of School Support reviews safeguarding policies in line</p>	<p>Authority model policy which meets national requirements and the requirements of their Local Safeguarding Partners with amend's that comply with BDMAT procedures and is reviewed at least annually.</p> <p>The following school specific safeguarding umbrella policies remain the responsibility of the LAB to approve and review annually:</p> <ul style="list-style-type: none"> • accessibility plan • admissions • anti-bullying (if separate from behaviour) • attendance •before and after school •behaviour •Child Protection & Safeguarding • equality objectives • EYFS • First Aid (must agree to BDMAT Health and Safety Policy) •Health & Safety (school specific sections only) •Intimate care section 6.1 only • Lettings • Looked after and previously looked after 	<p>safeguarding issues or concerns relating to staff.</p> <p>The headteacher is delegated day-to-day administration of safeguarding procedures in their school, ensuring that national, local and BDMAT safeguarding systems and procedures are implemented.</p> <p>Headteachers should ensure that the school is using the BDMAT Induction policy and following procedures for inducting all new staff and volunteers into the school's safeguarding systems. It is the headteacher's responsibility to ensure that checks are undertaken on all staff and certain volunteers (including governors) that work in the school prior to their appointments including DBS checks / online checks and reference requests.</p> <p>Headteacher to draft school specific safeguarding policies for LAB approval using the Local Authority model policy as a template– ensuring all policies are reviewed at least annually.</p> <p>Headteacher to ensure all safeguarding policies are</p>
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			with the policy review timetable.	<p>children (this can be part of Child Protection & Safeguarding policy)</p> <ul style="list-style-type: none"> •Positive Handling (If not included in behaviour) •RSHE • SEND <p>Other policies that fall under the LAB remit are:</p> <ul style="list-style-type: none"> •Charging and remissions •Uniform 	shared with staff at induction and when amended.
INSET Days	N/A	<p>Board of Directors sets the number of INSET days for the academic year (in 2024-2025 this will be 5 days plus the MAT training day).</p> <p>Board of Directors approves additional INSET days.</p>	CEO recommends additional INSET days to the Board of Directors.	<p>Consulted on the proposed dates and content for INSET days and any additional training days requested by the Headteacher.</p> <p>LAB informed of any requests for additional INSET days.</p>	<p>Communicates proposed dates and content for INSET days before the start of each school year to the MELs for approval.</p> <p>1 of the 5 training days per year may be designated as a Trust training day by the Leadership Team. The date of this will be set by the CEO.</p>
Staff attendance	N/A	FRC to monitor	<p>HR ensures that school leaders are applying the Trust Staff Absence Policy correctly.</p> <p>HR undertake return-to-work meetings for heads and members of the BDMAT Central Team following any illness absence.</p>	<p>Chair of LAB to raise any concerns regarding the headteacher’s well-being / absence with the CEO.</p> <p>LAB to monitor staff absence through the termly Headteacher reports and ensure that the headteacher is following the Trust Management of Sickness Absence policy.</p>	<p>Report own sickness to the CEO in line with the Staff Absence Policy.</p> <p>Meet with staff as required when “triggers” are reached as outlined in the BDMAT Management of sickness Absence policy.</p> <p>The Headteacher to apply the Trust Staff Absence Policy.</p> <p>The Headteacher to liaise with the Trust HR Officer on managing staff when triggers as specified within the Trust Staff</p>

					<p>Absence policy are met.</p> <p>Headteachers to ensure all absences are recorded on the Trust's HR system on the first day of the absence.</p> <p>Headteacher to ensure that all staff receive a return-to-work meeting following any illness absence.</p>
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ASSETS AND ESTATES MANAGEMENT

Aspect	Priority School	Board of Directors	Central Leadership	Local Academy Board	Headteacher
Inventory	N/A	No role	Head of Finance and Head of ICT to maintain fixed asset registers for the Trust and its schools.	Ensure that the school maintains all assets within the school.	Maintain an inventory of any stock items held at the school and conduct termly stock checks. Ensure assets are appropriately and securely stored within school.
Disposal of assets (non-land and buildings)	N/A	FRC to monitor all asset disposals. FRC approves all asset disposals over £25,000. Any disposal of freehold land or heritage assets requires ESFA approval.	CFO to approve disposal of assets up to £25,000. CFO will report asset disposals to £25,000 to the Finance and Resources Committee.	No Role	The Headteacher to propose the disposal of fixed assets to the CFO or their nominated representative.

			CFO recommend disposal of assets over £25,000 to the Finance and Resources Committee.		
Disposal of assets (land and buildings)	N/A	FRC recommends and Board Directors approves the disposal of any land. Any disposal of freehold land or heritage assets requires ESFA approval.	The CEO will recommend to Directors the disposal of land and buildings.	No role	No role
Premises maintenance programme	N/A	FRC receives the Premises Maintenance Programme annually.	The CEO will approve the Trust Premises Maintenance Programme on an annual basis.	No role	Headteachers will advise the Hd of Operations or their nominated representative on the requirements of their school for the Trust Premises Maintenance Programme.
Health and Safety	N/A	Receive reports from the Hd of Operations on compliance with health and safety and accident reporting.	Ensure that all schools have a Health & Safety policy which is based on the BDMAT Health and Safety Policy and is regularly audited and reviewed and that it is legally compliant. Report to FRC at least annually on health and safety.	Appoint a designated Health and Safety Governor.	Responsible for specific health and safety duties as set out in the Trust Health and Safety Policy. Review and approve school-based appendices of the BDMAT Health and Safety Policy. Responsible for specific health and safety duties as set out in the Trust Health and Safety Policy. Ensure electronic accident book is used to record all accidents and safety incidents. All accidents to be recorded on the same day as the accident. Notify CEO and/or Head

					of Operations of any incident or accident that is RIDDOR reportable to HSE or results in a hospital visit.
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Aspect	Board of Directors	Finance and Audit Committees	School Effectiveness Committee	Local Academy Board
Delegated Powers	Discusses and amends Policies presented by the BDMAT Leadership Team	Discusses and amends Policies presented by the BDMAT Leadership Team and recommends approval from the main board.	Discusses and amends Policies presented by the BDMAT Leadership Team and recommends approval from the main board.	Discusses and amends Policies presented by school leaders for policies that are school specific.
Policies	Child Protection & Safeguarding Policy (Central Staff) Admission arrangements	Asset Management Board and Local Academy Boards Allowable Expenses Business Continuity Plan - Central Capability Policy CCTV Chairs permission to act Terms of Reference Code of Practice for Governors of a Local Academy Board within BDMAT Conflict of Interest Policy "Credit Card" Data Retention Policy Director Code of Conduct Director Visits Policy Disciplinary Policy Driving at Work and Minibus Policy "DSL Policy (model policy to be amended by schools)" Finance Finance & Resources Committee Terms of Reference Financial Probity Flexible Working Policy Freedom of Information Act Policy GDPR Governance Plan Governance, Risk & Audit Terms of Reference	Accessibility Plans Policy Attendance Management Policy Complaints Policy Early Career Teacher (ECT) Policy Education Visits Equality and Diversity Exclusions Policy Professional Development Policy Relationships and Sex Education (RSE) Policy School Effectiveness Committee Terms of Reference	The following school specific safeguarding umbrella policies remain the responsibility of the LAB to approve and review annually: <ul style="list-style-type: none"> • accessibility plan • admissions • anti-bullying (if separate from behaviour) • attendance • before and after school • behaviour • Child Protection & Safeguarding • equality objectives • EYFS • First Aid (must agree to BDMAT Health and Safety Policy) • Health & Safety (school specific sections only) • Intimate care section 6.1 only • Lettings • Looked after and previously looked after children (this can be part of Child Protection & Safeguarding policy) • Positive Handling (If not

		<p>Grievance Procedure Health and Safety Policy ICT Strategy Intimate Care Policy Investments IT Policy Leave of Absence Policy Lettings Policy Local Government Pension Scheme Discretionary Policy Management of Sickness Absence Policy Managing Allegations against Staff Policy "Managing Allegations against Staff Policy – school staff MF speaking to LG*" Maternity Paternity Adoption and Parental Leave Policy Media Handling Procedure Menopause Policy Operations Strategy Document (includes Premises Management Policy) Pay Policy Performance and Pay of the Executive Team Committee Terms of Reference Performance Management Policy Policy for children with health needs who cannot attend school Preventing Radicalisation Policy Probationary Policy Procurement Protection of Biometric information of children in schools and colleges Recruitment and Selection Policy Procedure</p>		<p>included in behaviour) •RSHE • SEND Other policies that fall under the LAB remit are: •Charging and remissions •Uniform</p>
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		Redundancy and Restructuring Policy Reserves Retention Policy Risk Management Policy Scheme of Delegation Staff and Volunteer Expenses Policy Staff code of conduct Staff Drug and Alcohol Policy Staff Induction Policy Stress Policy Stress Policy – Central Staff Supporting pupils with medical conditions policy Union Recognition Agreement Violence and Aggression to Staff Policy Volunteers Policy Whistleblowing policy		
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