Diocese of Bristol Academies Trust

Scheme of Delegation

v. 4.0 Reviewed January 2024

Issued January 2024

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Document Control

1. Changes History

Version	Date	Amended by	Authorised by	Purpose
1.0	02.09.2020	Central SLT and DBAT Committees	DBAT Board of Trustees	First Release
1.1	10.12.2020	DBAT Committees	DBAT Board of Trustees	Updated following feedback from Academy Councils
2.0	11.11.2021	DBAT Governance Officer	Jez Piper	Annual review – for approval by Board of Trustees
3.0	04.11.2022	DBAT Governance Officer	Jez Piper	Annual review – for approval by Board of Trustees
4.0	17.11.2023	DBAT Governance Officer	Stephen Mitchell	Annual review – for approval by Board of Trustees

1.1 Approvals

Version	Date	Amended by	Authorised by	Purpose
1.0	16.9.2020	Jez Piper	DBAT Board of Trustees	First Release
1.1	10.12.2020	DBAT Committees	DBAT Board of Trustees	Updated following feedback from Academy Councils
2.0	1.12.2021	DBAT Governance Officer	DBAT Board of Trustees	Annual review – for approval by Board of Trustees
3.0		DBAT Governance Officer	DBAT Board of Trustees	Annual review – for approval by Board of Trustees
4.0	8.1.2024	DBAT Governance Officer	DBAT Board of Trustees	Annual review – for approval by Board of Trustees

1.2 Distribution

Version	Date	Distributed by	Authorised by	Audience / Distribution Channel
1.0	1.10.2020	Jez Piper	DBAT Board of Trustees	First Release – Heads / Business Managers / Academy Councils / DfE and ESFA
1.1	15.1.2021	Suzanna Miles	Jez Piper	Heads/ Academy Councils/ DBAT website
2.0	11.1.2022	Suzanna Miles	Rachel Clark	Second release – Heads/ Academy Councils/ DBAT website
3.0	17.1.2023	Suzanna Miles	Ann Holt	Third review – Heads/ AC/ DBAT website
4.0	23.1.2024	Suzanna Miles	Nigel Daniels	Fourth review – Heads/ AC/ DBAT website

Nurture individual talent to deliver collective excellence

Embed a culture of service, advocacy and innovation at the heart of all we do

Provide an excellent education for all

Resource and invest intelligently and responsibly

Grow our Trust family

Create inspirational and dynamic learning and working environments

Dignity

Hope

Wisdom

Community

NURTURING

BELIEVING

ASPIRING

SUSTAINING

OUR SCHOOL FAMILY

CREATING

EMPOWERING

OUR PURPOSE

Our purpose is to enable everyone to shine.

We provide an excellent education for every pupil, inspiring all to flourish and grow spiritually in love and understanding.

We are **CALLED** to our collective purpose –

We shine as a light through our knowledge, skills and gifts, and the impact that these have on one another as we learn, collaborate and grow together.

We are **CONNECTED** to one another and to our communities –

We shine as a light through how we live our lives; how we interact with each other; and, through how we model our aspirations for everyone.

We are **COMMITTED** to ensuring our purpose is real and impactful –

Our active service is a shining light to one another, supporting the development of life in all its fullness and the nurturing of excellence in our schools and school communities.

DIOCESE OF
BRISTOL
ACADEMIES
TRUST

'Let your light shine' (Matt 5:15)

3. Principles of the Scheme of Delegation.

The underlying principles are:

High-quality provision for all the children and young people we serve is at the heart of our work as a Trust.

DBAT is a multi-academy trust working to deliver the Church of England's vision for education.

DBAT is a family of Academies with one shared vision, one Board and one Scheme of Delegation.

The Accounting Officer is the CEO.

All governance flows from the DBAT Board of Trustees.

The key principle of DBAT's Governance is that the Board delegates statutory authority to the CEO. The CEO and his executive team lead and manage the Trust.

The CEO, through the Executive Director of Learning, line manages the Heads.

In each academy there is an Academy Council which is a committee of the Board of Trustees.

The Academy Councils provide feedback, support and challenge on behalf of the Board to ensure that the Academy acts according to the Trust's ethos and represents the needs of our pupils, parents and the communities we serve.

DBAT will ensure it is compliant with statutory obligations as prescribed by the DfE and ESFA.

The DBAT Scheme of Delegation provides a control framework for the Board, CEO, Executive Team, Heads and Academy Councils to fulfil their duties.

The Scheme of Delegation is a living document that will develop, change and adapt over time to reflect the needs of the Trust.

3.1 Our Governance Structures

DBAT Members

The Members have several statutory rights including:
- The right to appoint and remove DBAT Trustees
- The right to appoint auditors
- The right to amend the Articles of Association
- The right to receive the annual accounts

Members are appointed in accordance with Articles 12 to 16. **The DBAT Trust Board is accountable to the Members.**

DBAT Trustees (Directors) Authority, Powers and Responsibilities

- Trustees are appointed in accordance with Articles 45 to 64.
- The Trustees have overall accountability and ultimate decision-making authority for all the work of DBAT and all its Academies. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards, the implementation of quality management processes, and the strategic direction of the Trust. The Trustees have the power to direct change where required.
- The Trustees exercise their authority in the context of the Memorandum of Understanding (MOU) between the Church of England and the Department for Education. The MOU invites the Diocesan Board of Education (DBE) to approve which is the most appropriate Trust for any of its schools. Any strategy for growth which is formulated by the Trustees will be done in consultation with the Diocesan Director of Education and the DBE in accordance with the MOU. The Diocese of Bristol is a corporate Member of DBAT.
- Trustees, as Non-Executive Directors, have a key responsibility to hold the CEO to account for statutory responsibilities, delivery and the operations of the Trust.
- Pursuant to Articles 100-106, the constitution, membership and proceedings of each Academy Council are determined by the Trustees and are as set out in this Scheme.
- All persons appointed or elected to the Board of Trustees shall give a written undertaking to uphold the purpose, ethos and vision of DBAT.

DBAT Board of Trustees

DBAT is a multi-academy sponsor and is legally responsible for the 15 DBAT Academies (September 2021). The Trustees are appointed by the Members. The Diocesan Board of Education acts as Corporate Member. The term of office of any Trustee is four years and thereafter they may be re-appointed. The Trustees of the Board bring substantial skills in HR, Education, Finance, Christian Distinctiveness and Business Operations. New Trustees are expected to bring a track record of highly effective governance with them. We aim for our Board to be diverse and reflective of the communities we serve.

Board of Trustees' Central Governance Role

Strategic leadership: The board's first core function is about strategic leadership. This involves setting the organisation's overall strategic framework, including its vision and strategic priorities. It also includes responsibility for setting and modelling its culture, values and ethos.

Accountability: In addition to strategic leadership, the board's other two core functions are about creating robust accountability for executive leaders. This means holding them to account for both educational performance and for financial and organisational performance, and ensuring money is well spent. **All accountability for the Trust rests with the Board of Trustees.**

A clear vision: The board should ensure that the organisation has a clear vision – which is articulated in a specific written statement.

A strategy: The board should ensure there is a strategy in place for achieving this vision. The strategy should provide a robust framework for setting priorities, creating accountability and monitoring progress in realising the organisation's vision. The focus should be on significant strategic challenges.

Governance handbook
For Academy trusts and maintained schools: October 2020

Academy Councils

There is no requirement on the Board of Trustees to provide each Academy with an Academy Council. DBAT has chosen to ensure that every Academy, or group of Academies, is supported by an Academy Council to ensure local representation in the development of each Academy.

The composition of Academy Councils reflects the 'type' of Academy within the Trust – Voluntary Aided, Voluntary Controlled, Foundation and Community. Trustees can alter and change the size and the composition of an Academy Council to ensure capacity and effective functioning at any time. Trustees can join any Academy Council or Academy Council meeting and will have a vote.

Academy Councils are constituted by Trustees according to the following general principles:

Staff members	Two spaces are reserved on the Academy Council for members of staff. The Head takes one position as ex-officio; the other is reserved for a member of staff at the school, appointed by ballot by the other staff members.
Parent members	Each Academy Council must have two parent members, as per the requirements of the Academy Trust Handbook. Parents are appointed by ballot by the other parents at the school and ratified by the Board of Trustees.
Foundation members	For previously Voluntary Aided schools, Foundation members (including any ex-officio foundation members) must make up 50% of the total membership of the Academy Council. For previously Voluntary Controlled schools, Foundation members (including any ex-officio foundation members) make up no more than 25% of the total membership of the Academy Council. The consent of the Diocesan Board of Education is required for all Foundation Member appointments.
Community members	Community members are appointed by the Board of Trustees.

Academy Council Role and Responsibilities

The Academy Council is a Committee of the Board of Trustees and as such is responsible to the Board of Trustees for the oversight of a particular Academy, and for areas of responsibility delegated by the Board to the local level in this Scheme of Delegation.

It is a requirement of the Trustees that each Academy Council undertakes the majority of its responsibilities (as set out below) through the full Academy Council meetings.

It is not a statutory requirement nor an expectation from Trustees that Academy Councils have Committees. However, this Scheme of Delegation and Governance Protocol allows Academy Councils to establish Committees for 1) Christian Distinctiveness, Ethos and Community and 2) Estates and Facilities, *if* these are required and items *cannot* be addressed at full Academy Council meetings. Working parties with monitoring and scrutiny responsibilities in the areas of Finance, Data, and Safeguarding may also be established. Each of these groups will have a duty to report to the Academy Council and Trust Board in accordance with the Reporting Protocol.

Further responsibilities may be delegated by the Board of Trustees to Academy Councils either in full, or with support from Central Officers, and will be reviewed in the annual review of this scheme.

Regular meetings between Trustees and Academy Council Chairs (or their representatives) form an accountability and communications forum to support the whole Trust governance processes and will ensure that Trustees and Academy Council work collectively. Trustees are also linked to Academy Councils to strengthen governance and for support.

Academy Council Role and Responsibilities

Academy Councils are expected to:

- Engage in driving educational improvement via the monitoring and evaluation of educational performance against the School Development Plan
- Support local initiatives to broaden and enrich the curriculum to enhance and improve standards and opportunities for learning
- Provide challenge as well as support to hold school leaders to account for school standards, pupil outcomes (especially for disadvantaged children), spirituality and wellbeing
- Monitor and evaluate how deeply the ethos, vision and values are embedded in the school
- Monitor local implementation of safeguarding, health and safety, and wellbeing to ensure a safe and secure school environment
- Play a pastoral role in ensuring the welfare of the whole school community
- Monitor the development of good parental and community engagement
- Communicate effectively with the Board of Trustees and the Central team
- Provide scrutiny of local compliance to statutory obligations and regulatory compliance i.e. safeguarding, H&S, SEND
- Make structured visits to the school when and where appropriate to inform decision-making

Fuller details of the Academy Council's role are explained within this Scheme of Delegation and in the Terms of Reference.

Governance Structure

3.3 Trustees of the Diocese of Bristol Academies Trust Board of Trustees and Committee Membership*

Name	Role	Audit and Risk Assurance committee (also constitutes Pay committee)
Nigel Daniel	Chair of the Board of Trustees	
Chris Dursley		
Liz Townend		
Bradley Salisbury	Vice-Chair	
Tony FitzSimons		✓
Graham Briscoe	Chair of Audit and Risk Assurance committee	✓
Paul Woolley		
Daniella Durston		✓

3.4 Accounting Officer of the Diocese of Bristol Academies Trust

Name	Role
Stephen Mitchell	Chief Executive Officer

3.5 Officers of the Diocese of Bristol Academies Trust

Name	Role
Nicki Antwis	Executive Director of Learning
Hannah Snelling	Head of People's Services
Rachel Parr	Head of Operations and Finance

*Membership reflected as at January 2024 and may be subject to change during the academic year.

Governance Structure

NB. The headings identified below are an indicative high-level summary of the areas of defined in greater depth in the delegation tables below. The summary overview should only be used as a guide to roles and responsibilities.

Members

Chair

Board of Trustees

External Auditors

Clerk

Internal Auditors

Board of Trustees

EDUCATION	OPERATIONS	FINANCE	PEOPLE
Curriculum Planning	Building Maintenance	GAG - Income	HR Policy
Christian Distinctiveness	Facilities Management (SLAs)	Other income	Remuneration and benefits
Staff Deployment	Title Deeds	Budgeting	Organisation structure and design
SEND	Asset Management	Management Accounts	Recruitment and onboarding
Educational Diversity, Equality and Inclusion	IT Infra & Applications	Procurement	HR Admin and Payroll
Exclusions & Alt Provision	Health Safety & Security	External Audit	Employee Relations
Ofsted Inspections	Environment		Talent Management, development and Training
SIAMS Inspections		**Business Development**	Staff Wellbeing (incl. Employee Assistance Scheme)
SIMS Standardisation	**Commercial**	Identify Prospects	Equality, Diversity & Inclusion Staff,
Online Education	Mktg & Letting of facilities	P&L Modelling	Internal Communication
Performance Appraisal		Submissions	
Safeguarding of Children	**Capital Works**		
	Academy Builds / Conversions	**Grant & Fund Raising**	

Audit and Risk Assurance

Governance
Board Development
Internal Audit
Risk Register
Scheme of Delegation
Whistle Blowing
GDPR
External communication

Also constitutes the **Pay Committee**

Academy Councils (responsibilities as delegated in this document and including the key areas below)

Standards scrutiny			Senior local recruitment (with Trust staff)	Local Risk Register
Enrichment of Local Curriculum	Local Health, Safety and Security	Monitoring of Academy's Financial Statement	Staff Wellbeing	Local Delegated Responsibilities
Christian Distinctiveness	Environment		Parent and Pupil Surveys	Academy Council provision and development
SEND				
Safeguarding				

The Board of Trustees operates a collapsed committee structure and meets monthly to allow for efficacy of decision making.

3.6.1 Strategic Direction

Strategy

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
Review and agree the overall vision, values, strategy and long-term objectives for DBAT	Develop and propose strategy to the Board	Responsible for overseeing the implementation of the Board of Trustees' strategy as it applies to the Academy	Responsible for developing the Academy's long-term Strategic Plan in line with DBAT expectations
Communicate a clear vision, strategy and long-term objectives for DBAT	Responsible for implementing the strategy approved by the Board	Provide challenge and support for developing the Academy's 3-year Development Plan, linked to the Board of Trustees' strategy	Responsible for developing the Academy's annual Development Plan, based on accurate self-evaluation, linked to the Board of Trustees' strategy
Approve key performance indicators against which to monitor implementation of strategy and long-term objectives	- Develop and propose key performance indicators (KPIs) against the strategy and long-term objectives - Monitor progress against strategic aims and KPIs, taking corrective action as required	Monitor the development and regular updating of the Academy's annual Development Plan, based on accurate self-evaluation	Responsible for implementing the 3 Year Strategic Plan and the Development Plan
Hold the CEO, Officers, Academy Councils and Senior School Leaders accountable for their roles in educational, financial and organisational performance	Provide professional support, challenge and intervention to Academies in developing and implementing their strategic plan	AC Chair (with Head) responsible for ensuring AC members have all the information they require to be well informed about both the Academy and DBAT	(with AC Chair) Responsible for ensuring AC members have all the information they require to be well informed about both the Academy and DBAT
		Responsible for submitting agendas/ papers /minutes for AC meetings to Governance Officer and the Company Secretary	
	Ensure that ACs, staff and stakeholders understand relevant organisational and strategic priorities	Ensures that the Trust's organisational priorities are understood by staff, parents and pupils as appropriate	Ensures that the Trust's organisational priorities are understood by staff, parents and pupils as appropriate
	Ensure good communication between the Trustees, AC Chairs, Heads and staff	AC Chair (with Head) responsible for ensuring the views of the AC are well communicated to Trustees and Central Team	(with AC Chair) Responsible for ensuring the views of the AC are well communicated to Trustees and Central Office

Strategy (continued)

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
	Ensure that Academies are communicating appropriately with their communities	Responsible for ensuring the activities of the AC are communicated clearly to the Academy community	
Agrees communication strategy and scrutinises communication to ensure that priorities are well-understood, and issues of concern addressed	Establishes communication strategy with ACs, staff, parents and communities to ensure that priorities are well-understood, and issues of concern addressed	Monitors communication with staff, parents and community to ensure that priorities are well-understood, and issues of concern addressed	Communicates with parents and the community to ensure that priorities are well-understood, and issues of concern addressed

3.6.2 Ethos and Values

Christian Distinctiveness

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
Build a strong culture, ethos, vision and values based on the CE Vision for Education and the Trust vision	Develop and implement a strong culture and ethos that is theologically literate, known by all stakeholders and promoted at all levels	- Ensure that the Academy focuses on Christian Distinctiveness and that the ethos of the Academy and Trust is promoted and displayed at all levels - Monitor the provision of high-quality teaching and learning of Religious Education	Ensure the provision of high-quality teaching of RE and Christian Distinctiveness throughout the curriculum and extra-curricular activities
	Support Trustees and Academy Council Foundation Members to understand their responsibilities as Foundation Trustees/ Members	Support the Head, with the Central Team and Diocesan team, to create an effective ethos that reflects the Academy community and the Trust	Create an effective ethos that reflects the Academy community and the Trust
	Embed a strong culture of Christian Distinctiveness in all aspects of School Improvement.	Appoint an AC Member or committee to monitor Christian Distinctiveness	Actively promote the ethos and vision of the Academy and Trust
		- Promote strong church/parish and Academy relations - Monitor the impact of actions in relation to SIAMS preparation	Ensure the Academy is SIAMS-ready

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3.6.3 Statutory Requirements

Governance: Roles and Responsibilities

Governance			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Head**
Legally responsible for the Trust, Academies and their governance	Legally responsible for the Trust, Academies and their governance		
Legally responsible for statutory compliance	- Act on behalf of the Board to enable it to discharge its duties in relation to statutory compliance and the performance of Academies - Monitor compliance with statutory responsibilities (including, but not exclusively, website updates; DfE GIAS updates, mandatory training requirements)	Complete any activities as required in order to ensure AC compliance with statutory requirements (including, but not exclusively, annual training requirements)	Ensure the Department for Education's Get Information about Schools (GIAS) website is kept up-to-date with required school information
Responsible for the Board's own processes in line with the legal requirements as set down in the Articles of Association and, for academies, the Master Funding Agreement		Responsible for its own processes in line with the legal requirements as delegated by the Board and set down in the Articles of Association and the Master Funding Agreement	
Delegate specific responsibilities to the ACs and to Senior Executives	Responsible for monitoring compliance of ACs in relation to delegated responsibilities	Responsible for undertaking the delegated roles and responsibilities, and evidencing compliance and progress to the Board of Trustees	
Responsible for declaring any business interests		- Responsible for declaring any business interests they have in relation to the Academy - Responsible for maintaining its register of business interests	
Accountable for nominating external auditor to Members for appointment	Responsible for nomination of external auditor		

Governance: Roles and Responsibilities

Governance (continued)

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
Responsible and accountable for evaluating the performance and effectiveness of ACs	- Supports the Board in evaluating the performance and effectiveness of ACs - Makes recommendations to the Board on local governance model(s) and structures		
Responsible for evaluating their own processes and effectiveness, according to a Board Assurance Framework	Provide the Board and ACs with advice and guidance to help them improve and evaluate their processes and effectiveness	Responsible for evaluating own processes and effectiveness according to the Ofsted SEF, and SIAMS Frameworks, supported by Trust Officers	Provides the Academy Council with advice and guidance to help them improve and evaluate their processes and effectiveness
Responsible for ensuring that Trustees have the right level of training	Supports the Board and ACs with training and new Trustee/AC member induction	Responsible for ensuring that members have undertaken the right level of training	
- Responsible for succession planning and the recruitment of the Chair, Board Trustees and AC Chairs to ensure an appropriate balance of skills and effectiveness - Give final approval of AC member appointments - Annually appoint Chair of Trustees		- Contribute to the recruitment of the AC Chair - Work with Trust Officers for succession planning and the recruitment of AC members, unless de-delegated by the Board of Trustees, to ensure an appropriate balance of skills and effectiveness	
Responsible for new Trustee induction	- Responsible for new AC member induction - Responsible for clerk induction		
	- Provide advisory support for the Board and ACs - Review the independence and professionalism of clerking so that ACs have a high-quality independent professional clerking service to drive improved governance - Responsible for recruitment, line-management and training of the clerk	- Engage with Clerk and Governance Officer to ensure effective local governance practices - Contribute to the recruitment process and appraisal process for Clerk	

3.6.4 Statutory Information

Provision of Information			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Head**
Accountable for the provision of clear and regular information to a range of relevant bodies	Monitor statutory compliance on behalf of the Board	Monitor the quality of information provided by the Academy	Develop and implement Academy policies and procedures in line with statutory requirements and DBAT guidance
Accountable for statutory compliance (including, but not exclusively, information presented on school and DBAT websites)	Monitor statutory compliance in relation to the information provided to the regulators, parents and others on behalf on the Board		Ensure AC access to all information provided to regulators, parents, prospective parents and the local community
	Ensure the information provided by the Trust is of a high quality	Support and challenge the Academy on the quality of information	Ensure the information provided by the Academy is of a high quality (including, but not exclusively, information presented on school websites)

For the full, detailed guidance on Statutory Information required, please review the DfE guidance:
What academies, free schools and colleges must or should publish online - GOV.UK (www.gov.uk)

3.6.5 Policies and Policy Delegation

Review of policies, processes and procedures			
Board of Trustees (with powers to delegate to Committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Head**
Accept policy recommendations from the CEO relating to statutory and Trust-required policies (Level 1-3 policies)	- Develop policies, policy guidance and compliance checklists - Provide guidance and model policies	- Ensure that practice within the school reflects most up-to-date policy documents - Ensure adherence to regular cycle of policy reviews (Level 4)	Regularly update all school policies (Level 2-3) and write any necessary local policies (Level 4)
- Review and approve annually each school's child protection and safeguarding policies on the recommendation of the Trust's named Safeguarding Trustee	- Provide the Trust's Child protection and Safeguarding policies, ensuring statutory compliance - Provide the SEND and Inclusion policy, ensuring statutory compliance	- Ensure that practice within the school reflects most up-to-date Safeguarding policy documents	Annually update the school's child protection policy
	Monitor schools' adherence to the cycle of policy reviews	Evidence a regular cycle of process scrutiny e.g. attendance registers, complaints log, work experience procedures	Regularly update processes and procedures e.g. attendance registers, complaints log, work experience procedures
Review and approve the Trust Health & Safety suite of policies		Ensure that practice within the school reflects most up-to-date Health & Safety policy documents	Ensure that school health and safety policies are reviewed in accordance with DBAT requirements including those determined by local risk assessment

3.6.6 Complaints

Handling of Complaints			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Head**
Ensure that a suitable complaints policy is in place	Write and implement a suitable complaints policy	Understand and follow the complaints policy, when required	Understand and follow the complaints policy, when required
	Provide guidance and model policies on complaints handling		
Receive and, where appropriate, investigate complaint appeals (as and when directed by the Trust policy)	Receive and, where appropriate, investigate complaints (as directed by the Trust policy)	Respond and monitor complaints (as and when directed by the Trust policy)	Respond and deal with complaints (as and when directed by the Trust policy)
Receive and pass on to the relevant Executive complaints from the Department for Education (DfE), the Education and Standards Funding Agency (ESFA), Ofsted, and similar bodies.	Receive, review and, where appropriate investigate complaints from the Department for Education (DfE), the Education and Standards Funding Agency (ESFA), Ofsted, and similar bodies.		
	Ensure complaints received at Central Office are directed to the appropriate person in line with the complaints policy		
	Provide Trustees with regular reports on complaints		Provide Central Team Officers with regular reports on complaint
Responsible for managing and hearing appeals as part of the complaints process	Responsible for monitoring statutory compliance in relation to complaints	Responsible for managing and hearing any local appeals as part of the complaints process	
	Receive regular reports from Academy Councils on all complaints	Receive regular reports from the Head on all complaints	Provide the AC with regular reports on all complaints (in written report, 3 times per year)

4. Educational Provision: Roles and Responsibilities

For more information on the Education team, structures, roles and responsibilities, please visit:
[Education CONNECT](#)

4.1 Education Delegation

Delegated Duty	Delegated Authority	Commentary
Ethos and Values	Board of Trustees	The Board of Trustees sets the ethos and values of the Trust. Heads, supported by the Central team, Diocesan team and the Academy Council, set the Academy Ethos and values, in line with SIAMS requirements and the ethos and values of the Trust.
Admissions	Board of Trustees	The Board of Trustees is accountable for admissions and is the Admissions Authority. Changes to admissions policies, criteria, PAN, etc. must be agreed by the Board of Trustees. Questions regarding in-year admissions and other areas of the Admissions process should be communicated to the Executive Director of Learning.
Safeguarding	Board of Trustees (Trust) Academy Council (Academy)	The Trustees remain accountable but delegate the local safeguarding responsibilities to the Academy Council as a committee of the Board of Trustees. The Head must formally report regularly (3 times per year) to the Academy Council through the template Heads' Report.
Inclusion	Board of Trustees	
Behaviour	Board of Trustees	Academies are required to ensure that the agreed Trust-wide approach to behaviour is implemented, and where necessary adapted to meet the needs of the school. Adaptations must only be made in conjunction with the Executive Director of Learning.
Exclusions	Executive Director of Learning and Hub Directors of Learning	All fixed-term and permanent exclusions must be discussed with the Executive Director of Learning and HDL before any decision is made. The Head must formally report regularly (3 times per year) to the Academy Council through the template Heads' Report.
Policies	Board of Trustees/ Committees/ Academy Council	Responsibility for the development of education-related policy will be delegated to committees/ individuals as directed.
Accessibility	Board of Trustees via Executive Director of Learning	The Executive Director of Learning (in consultation with People Services and Operations) is responsible for a Trust-wide Accessibility Plan to support Academy plans and measures. The Head is responsible for the accessibility of all staff, pupils and visitors at the Academy and • must maintain an Accessibility Plan • must inform the Executive Director of Learning that the Academy is compliant/at risk

Education Directorate

4.2.1 Safeguarding, Child Protection and Welfare

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
Accountable for setting overall policies for safeguarding and child protection to ensure appropriate action is taken in a timely manner to safeguard and promote children's welfare	Provide safeguarding and child protection guidance for all schools, in line with statutory guidance and non-statutory national guidance	Monitor the implementation of the safeguarding and child protection guidance	Responsible for safeguarding and child protection within the school
Appoint a named safeguarding Trustee	Monitor the implementation of the safeguarding and child protection guidance	- Appoints an AC member to have specific responsibility for welfare and child protection in the school, regularly reporting to full AC - Nominates an AC member (usually the Chair) to liaise with the Trust, LA or partner agencies	Responsible for identifying risks to effective safeguarding and taking action to reduce potential risks
Receive annual assurance over each school's safeguarding policy and practices	Carry out safeguarding audit visits to monitor compliance with policies and effectiveness of practice	- Receive and understand the school safeguarding policy - Monitor implementation of policy - Receive report from safeguarding audit visit to monitor compliance with policies and effectiveness of practice	Responsible for ensuring that school policies and practices take into account the procedures and practice of the local authority
Monitor data in relation to safeguarding incidents and their resolution	Responsible for monitoring that each AC is effectively scrutinising statutory compliance with respect to safeguarding and child protection for all schools on behalf of the Board	Monitors, supports and challenges the welfare and child protection in the school including (i) child protection (ii) exclusions (iii) serious disciplinary incidents (iv) attendance and (v) behaviour	Responsible for providing reports on welfare and child protection to the AC and to Central Office
	Ensure all Board members have the appropriate child protection checks and are recorded on the central office Single Central Record	Ensure all Academy Council members have the appropriate child protection checks and are recorded on the central office Single Central Record	Ensure all staff members and volunteers have the appropriate child protection checks and are recorded on the central office Single Central Record
	- Check SCR at least termly and reviews AC's checks - Responsible for accuracy of Central team SCR	Scutinise Head's monitoring of SCR at least termly	Ensure the school SCR is updated as required for staff members and Academy Council members

4.2.2 School Improvement

Education Directorate

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
Create robust accountability, oversight and assurance for educational performance	Provide professional support and challenge to schools to help drive improvement and high academic standards	Support the school in its self-evaluation of significant strengths and weaknesses	Responsible for the accurate self-evaluation of the school, its strengths and weaknesses and for implementing a plan of action to improve and develop based on the evaluation
Hold executive leaders to account for the educational performance of DBAT and its pupils, and the appraisal of staff	Set annual performance targets for schools relating to academic performance	Responsible for knowing, understanding and challenging the school's response to the recommendations of its last inspection	Has a detailed understanding of pupil attainment and progress (and the attainment and progress of specific groups), underpinned by sound evidence (including at individual pupil level)
	Responsible for monitoring the schools' performance	Responsible for knowing, understanding and challenging pupils' overall progress and attainment	
Accountable for the attainment and progress of disadvantaged and vulnerable pupils who attract the pupil premium, catch up and other targeted grants	Report to Directors on schools' performance against targets	Responsible for knowing, understanding and challenging progress and attainment of different groups of pupils (including but not limited to pupil premium and others facing financial disadvantage, special educational needs and disability, looked after children, different ethnic groups with English as an Additional Language, most able pupils, differing ability cohorts)	Ensure appropriate action is taken in a timely, consistent and strategic way to address areas of weakness and improve academic performance, drawing on the best available evidence and monitoring impact
	Responsible for monitoring the schools' response to the recommendations of the last inspection		
	Responsible for monitoring pupils' progress and attainment		
	Responsible for monitoring progress and attainment of different groups of pupils (including but not limited to pupil premium and others facing financial disadvantage, special educational needs and disability, looked after children, different ethnic groups with English as an Additional Language, most able pupils, differing ability cohorts).	Responsible for knowing, understanding and challenging the provisions in place to support pupils' progress and attainment (and the progress and attainment of specific groups), and for knowing and understanding the impact of those provisions	

4.2.3 Quality of Education

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
Ensure that sufficient resources are provided and allocated to deliver the highest possible quality of teaching	Monitor and evaluate the quality of education within the Trust and responsible for supporting, challenging and advising the school in its programme of improvement	Responsible for knowing and understanding the school's own evaluation of the quality of education	Responsible for the quality of education in the school
Ensure that the quality of teaching within the Trust is monitored and evaluated, and that resources are being used to best effect to improve it	With the Academy Council, responsible for supporting and challenging the school in its programme of improvement	With the central team, responsible for supporting and challenging the school in its programme of improvement	Responsible for the accurate self-evaluation of the quality of teaching, its strengths and weaknesses and for taking action to improve the quality of teaching
Responsible for oversight of the curriculum as part of the overall strategy for school improvement	Propose and develop curriculum that delivers the strategy	Monitor local curriculum offer (curriculum intent)	Responsible for the development and implementation of the school's curriculum policy (KS1-KS3) and, where appropriate, qualifications policy (KS4 and KS5) in line with guidance
	Provide curriculum guidance for all schools (KS1-KS3)		
	Provide guidance, as appropriate, relating to qualifications (KS4 and KS5) in line with the overall school improvement strategy and curriculum guidance		
	Monitor the implementation of the curriculum across DBAT	Monitor the impact of the implementation of the curriculum in the school through learning walks, pupil voice and book looks with school leaders	
	Support, challenge and advise the school in the development and implementation of its curriculum policy and, where appropriate, qualifications policy		
	Support, challenge and advise the school in the development and implementation of its co-curricular provision	- Responsible for knowing and understanding the school's own evaluation of the quality of its curricular and co-curricular provision - With the central team, support and challenge the school in the development and implementation of its co-curricular provision	-Responsible for the development and implementation of the school's co-curricular provision e.g. after-school clubs, homework, wrap around care - Responsible for monitoring and evaluating the impact of these
	Responsible for monitoring statutory compliance on behalf of the Board		

Education Directorate

4.2.4 Inspection

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
Receive inspection reports and lessons learned as appropriate	Provide support to the school prior to, during and after inspections	Understand the requirements of the inspection process and supports the Headteacher	Responsible for ensuring all staff and the AC fully understand requirements of the inspection process
Receive reports regarding proposed actions to address key issue where a school is found to be inadequate or requiring improvements		- Engage fully and as requested with the inspection process on behalf of the Board of Trustees - Join the inspection team as invited	
Chair and link trustees to be available at inspections wherever possible		In agreement with the CEO, communicate the outcomes of the inspection process to parents, carers and guardians in line with statutory requirements	

4.2.5 Early Years

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
Receive annual reports on compliance, standards and proposed actions to address issues	Responsible for monitoring statutory compliance with respect to EYFS	Appoints an AC member to have specific responsibility for EYFS	Responsible for quality of provision of EYFS and for implementing actions to address weaknesses
Review data on EYFS performance across all DBAT Academies with EYFS provision	Review data on EYFS performance	Responsible for monitoring the school's evaluation of the quality of EYFS provision	
	Provide advice, guidance, support and challenge with respect to EYFS guidance provision		

4.2.6 Careers Advice

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
	Provide advice, guidance, support and challenge with respect to Careers guidance provision		
Responsible for ensuring that all registered pupils are provided with independent careers guidance from year 7 to year 13	Responsible for monitoring statutory compliance with respect to careers guidance	Monitor that the guidance given is in line with the statutory responsibilities and appropriate for the school's community	Responsible for securing high-quality, independent careers guidance for all year 7-13 pupils in line with the school's strategy

4.2.7 Equality Objectives and Public Sector Equality Duty
Public sector equality duty (www.gov.uk)
Equality Act 2010: advice for schools (www.gov.uk)

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
Set equality objectives to support compliance with the Public sector equality duty	Ensure the Trust complies with the Public sector equality duty (both at academy and Trust level): - Publish equality objectives, at least every four years - Provide information to demonstrate compliance with the public sector equality duty	Monitor the impact and compliance of the school's Public sector equality duty	Responsible for ensuring the school complies with the Public sector equality duty: - Publish equality objectives, at least every four years - Provide information to demonstrate compliance with the public sector equality duty

Education Directorate

4.2.8 Spiritual, Moral, Social and Cultural Development

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
Set the strategic vision for the spiritual, moral, social and cultural development of pupils	Responsible for monitoring statutory compliance with respect to the quality of spiritual, moral, social and cultural development of pupils on behalf of the Board	Responsible for knowing and understanding the school's own evaluation of the quality of spiritual, moral, social and cultural development of pupils	Responsible for the quality of spiritual, moral, social and cultural development of pupils
Accountable for the Christian Distinctiveness of Trust Church Schools	Responsible for ensuring that all Church schools are distinctly Christian and that the values permeate all aspects of school, and community engagement	Responsible for monitoring the vision, values, implementation and impact of the distinctly Christian nature of the school(s)	Responsible for leading and developing the school as distinctly Christian

4.2.9 Links with Parents, Guardians, Carers and the Wider Community

Board of Trustees	Senior Team and Officers	Academy Council	Head/ Head of School
Ensure development of strategy for links with parents, carers and guardian	Develop strategy for links with parents, carers and guardians	Responsible for monitoring the school's links with parents, carers, guardians and the wider community	Responsible for developing effective links with parents, carers, guardians and the wider community
Reputational responsibility and accountability		Responsible for supporting and challenging the school to improve and develop links	
		Responsible for building community relations, developing community links with the Trust and reporting community action to the Board of Trustees	

5.1 Financial Scheme of Delegation

Finance Directorate

DBAT is a single financial entity accounting in Academy 'streams'. The table below summarises the levels of responsibility the Board of Trustees has delegated for approving financial transactions.

Delegated Duty	Financial Limits	Delegated Authority
Budget Approval	n/a	Budget Approval is the responsibility of the Board of Trustees
Virements	All	Virements are not permitted in the financial year. Once budgets are set no further movement between cost codes will be permitted.
Amendments to approved budget	All	Board of Trustees only
Staff recruitment and appointments	Budgeted post	All posts to be approved by the Head of People's Services. Academies: relevant Central Team Officers, Head Hubs and Central Team: CEO, relevant Central SLT Officers
	Unbudgeted post	Prior authorisation must be sought from the Head of Peoples' Services and Head of Finance for all unbudgeted posts based on a business case proposal and financial scrutiny to identify funding
	Role of Academy Senior Leader (Leadership scale)	Supported by the Head of Peoples' Services, and Central SLT Officers dependent on the specific role.
Severance Payments (see slide 49)	Equal to or below contractual notice	*Recommendation*, including business case: Head of Peoples' Services and Head of Finance. *Authorisation*: CEO
	Above contractual notice and up to £49,999	*Recommendation*, including business case: Head of Peoples' Services and Head of Finance. *Authorisation*: CEO and Audit & Risk Assurance Committee
	>£50,000	*Recommendation*, including business case: Head of Peoples' Services and Head of Finance. *Authorisation*: CEO and Audit & Risk Assurance (including submission to ESFA for prior approval before action)

Finance Directorate

Delegated Duty	Financial Limit	Delegated Authority
Requisitions for orders/ invoice approvals	<£10,000	Heads and Finance/Estates & Facilities Business Partner Heads of Directorates
	£10,000 - £40,000	Head of Finance & Operations or CEO as individuals
	>£40,000 - £231,477	CEO and Head of Finance & Operations
	>£231,477	CEO and Head of Finance & Operations and Board approval
Related party transactions	All values	All related party transactions must be approved by the Head of Finance & Operations in advance on behalf of the Board of Trustees. The Head of Finance & Operations is required to inform the ESFA in advance of any related party transaction and is required to seek prior approval where transactions exceed £20,000 in any financial year or could be deemed novel, contentious and/ or repercussive Where transactions with a specific related party exceed £2500 in any financial year, they must be done at cost.
Quotations and Tendering (see slide 54)	£5k to £10k	Two informal quotes – Headteachers / Heads of Directorates, Finance and Estates and Facilities Business Partners
	£10,001 to £25,000	Three written quotes – SLT* *Waiver form required (sign-off by Head of Finance & Operations and CEO) if written quotes are not sought
	£25,001 - £50,000	CEO approval
	Over £50k to UK Find a Tender Service limits £231,477 including VAT >£231,477 for goods and services >£5.3M for works	UK procurement law and tender. This process must be led by SLT. Decision by Board of Trustees

Finance Directorate

Delegated Duty	Value	Delegated Authority
Finance Leases	All values	**Finance leases are prohibited without the express permission of the ESFA.**
Operating Leases and other long-term commitments (new or replacement)	Values and approvals as procurement (above)	Head of Finance **MUST** approve any operating leases. For all new longer-term commitments (>1 year) the approval levels are as stated above with the value being the aggregate of all values over the period of the lease.
Write-off bad debts (where all avenues have been exhausted and there is no possibility of payment)	< £2,000	Academies: Head of Finance Hubs and Central Team: Head of Finance and Head of Operations Board of Trustees to review on annual basis all debt write-offs for information
	> £2,000	Board of Trustees for approval
New Suppliers	All values	All new suppliers must be approved by the Head of Operations and/or Head of Finance. Any supplier that will be handling personal or sensitive data must have a contract in place to evidence they have the necessary controls. **All contracts to be signed by the appropriate Central Team Officer.**
Bank Account payments – direct debits	All values	Two signatories in accordance with the bank mandate, one of whom should be the Head of Finance & Operations. Head of Finance & Operations must approve and sign off all direct debits.
Bank Account payments – one-off BACs (Individual transactions)	<£5,000 £5,000 - £75,000 >£75,000	Finance Business Partner and Head of Finance Head of Finance & Operations and CEO Head of Finance & Operations and Board of Trustees **Authorisation is required from <u>both</u> signatories stated above.**
Bank Account payments – BACs payments (bulk)	Any values	Finance Business Partner and Head of Finance **Authorisation is required from <u>both</u> signatories stated above.**

Finance Directorate

Delegated Duty	Budget Limits	Delegated Authority
Petty Cash	<£30	Budget-holder - Our policy is not to hold petty cash. Where petty cash is currently being used it should be phased out and until such a time no single transaction should exceed £30
DfE defined 'Significant Changes' • Change to a lease • PAN Change • Expansion/Decrease of capacity • Age-range change • Amalgamations and mergers • Site and facilities changes • SEN type change	All 'Significant changes' [Making significant changes to an open academy and closure by mutual agreement (publishing.service.gov.uk)](publishing.service.gov.uk)	A business case is to be prepared by the SLT and approved by the CEO for submission to the Board of Trustees for scrutiny and approval/ rejection
Any changes making changes, alternation, adaptation, addition or other work to the building, land or facilities. Any project requiring planning or building consent.	All values / n/a	Must be wholly led by the Head of Operations and their designated team or project group.
Any project making additions/changes, alternation, adaptation, purchasing or other work to the IT infrastructure or IT provision/service	All values / n/a	Must be wholly led by the Head of Operations and their designated team or project group. Any commitment of capital (not Devolved Formula Capital) will require the approval of the Board of Trustees on receipt and scrutiny of a business case.
Capital Programme (Projects funded from the School Condition Allocation, Sinking Fund, etc)	All values / n/a	Capital funding of these funds will be agreed by the board
Capital Programme Contract Variations	Excess over programme contingency	Audit and Risk Committee

5.1.1 Financial Scheme of Delegation (Budgeting and Expenditure) (Continued)

Delegated Duty	Budget Limit	Delegated Authority
Capital projects funded from other sources contract variations. Any project requiring planning or building regulations consent	All values	Variations must be recorded in the Contracts Register. All variations must be covered by the Academy to whom the project belongs All projects to be led by Central Team in collaboration with the Academy
All insurance	All values	All insurances will be consolidated over time. All Academies are in the RPA Scheme. The Head of Operations is responsible for this and all other insurances.

5.1.2 Other Financial Delegation

5.1.2 Other Financial Delegation	
Guarantees, Letters of Comfort or Indemnities	**Academies must not enter into any such Guarantees or Indemnities.** If a request arises it must be referred to the Head of Finance.
IT Purchases	Purchases of IT equipment, services or contracts must be made via the Head of Operations and in line with the DBAT procurement framework.
Expenditure on IT equipment, service and software from Academy budgets requires technical authorisation from the Data & IT Manager (Operations Directorate) to ensure compatibility and compliance with policy before orders following financial authorisation process.	All IT purchases must fall within the remit set by Trust IT services. Technical authorisation must be obtained in all cases, and approval based on limits on slide 32.

5.2 Budget Setting

Budget Setting
Every year a financial timetable is constructed and deployed with all Academies detailing the phases of the annual budget and the three-year plan, including: • School budgets are generated by the Business Partner yearly, in collaboration with the Head • Consolidated budgets are approved by the Board of Trustees • Yearly budgets are submitted to the ESFA • Budgets must be in a balanced position, unless agreed specifically by the Board on a case-by-case basis • Monthly, following the budget setting, a Forecast is maintained by the Business Partner   * The Forecast is kept up-to-date with new information to ensure decisions can be made with clarity around the position • The budget, forecast, and actual revenue figures are reported to the Head monthly by the Business Partner • At the long termly Business meetings, any identified issues/ opportunities are explored & incorporated into the forecast & following year budgets

5.3 Roles and Responsibilities

Financial Management and Monitoring/ Accountability			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Head**
Legally responsible for the charities' assets and accounts and for statutory compliance	Responsible for compliance with the ESFA Academies financial handbook	Be informed of the draft delegated budget	Work closely with central Team in the preparation of the delegated budget and 3-year forecast for approval by the Board in line with Group financial requirements
Maintain robust financial oversight in accordance with the Education and Skills Funding Agency (ESFA) Academies Trust Handbook	Develop a rolling 3-year financial plan in accordance with the strategic vision		

Finance Directorate

Financial Management and Monitoring/ Accountability			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Head**
Review and support a rolling 3-year strategic vision for the finances of the group, the individual charities and the Academies in accordance with the strategy	Act on behalf of the Board to discharge the duties in relation to statutory compliance and financial performance of the Academies		
Set the financial parameters for the Academies' budgets and 3-year forecasts and approve the consolidated position for each charity	Provide accounting, financial planning, treasury and financial systems services for Academies	Challenge and support the Academy where there are variances to budget and the 3-year forecast in order to achieve budget overall	
Develop and monitor the strategic plan for capital expenditure, considering all Academies' 3 Year Plans	Work closely with the Head and Academy in the preparation of the budget and 3-year forecast, reviewing national assumptions and reviewing and challenging locally set assumptions	Support the Head in identifying priorities for the School Development Plan based on budget assumptions	Ensures compliance with all DBAT financial policies and procedures
Consider management accounts six times a year (Chair to consider on a monthly basis)	Prepare the consolidated charity budgets for approval by the Board	- Receive summary management accounts monthly from central office to ensure the AC is fully aware of the Academy's financial performance - Challenge metrics/ financial KPIs for the Academy	Responsible for controlling costs within the approved budget and ensuring budget commitments are met
Ensure an appropriate, reasonable and timely response to any findings given by auditors, taking the opportunity to strengthen the systems of financial management and control.	Monitor the Academies' financial performance and challenges where there are variances to budget and the 5-year forecast	Contributes views in relation to capital expenditure priorities to Central Officers	Responsible for developing capital expenditure priorities for submission in line with the Academy's 3-year strategic plan
Agree the Trust's Investment Policy, strategy and risk mitigations	Cooperate with auditors and implement their reasonable recommendations		Cooperates with auditors and implements their reasonable recommendations

6. Peoples' Services

DBAT is the single employer of all staff. This section details the levels of responsibility delegated by the Board of Trustees for employment.

6.1 Recruitment and Appointments

Responsibilities			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Headteacher**
Recruitment and appointment of the Chief Executive Officer and Chief Finance Officer	Authorise recruitment processes	- Contribute to the recruitment and appointment of the Headteacher	Recruitment and appointment of school staff other than the Headteacher
Contribute to the recruitment and appointment of senior central Trust positions, at the invitation of the Chief Executive Officer	Recruitment and appointment of Headteachers		Communicate senior staff appointments to the Academy Council, on behalf of the school and the Trust
Contribute to the recruitment and appointment of Headteachers, at the invitation of the Chief Executive Officer	- Recruitment and appointment of central Trust positions - Work with Headteachers to update staffing structures	Monitor staffing structures and recruitment processes in order to support and challenge	- Work with Central team to update staffing structure - Work with Central team to provide staffing structure information and recruitment data to the Academy Council
	Contribute to the recruitment and appointment of school senior leadership posts		Consult with the Trust Senior Leadership Team and the Academy Council on staffing restructure plans
	Ensure the accuracy of the Central Office Single Central Record and statutory compliance with Safer Recruitment, on behalf of the Board of Trustees	- Scutinise Head's monitoring of SCR at least termly - Understand training requirements for safe recruitment	Ensure the accuracy of school Single Central Record and statutory compliance with Safer Recruitment
	Provide staff recruitment and retention data, including national benchmarks where available		

People's Services Directorate

Conditions:

- The Trust's Recruitment and Selection Policy, and the associated guidance from the Head of Peoples' Services or nominated HR Advisor, must always be followed and advice sought when questions arise
- All recruitment and associated paperwork must be approved by the Head of Finance and the Head of Peoples' Services before the appointments process goes 'live'
- All recruitment paperwork must follow the agreed DBAT policy and proformas
- All recruitment paperwork must show that the appointment is by the Trust and must include the Trust's logo and Companies House details
- All panels must contain at least one member who has undertaken Safer Recruitment Training within the last 3 years
- Leaders should always strive for panels to be as diverse and inclusive as reasonably possible
- The CEO may nominate an alternative representative to attend a panel
- All new appointment details must be provided to the Trust's HR and Payroll providers, no later than 15 days prior to the start date, to ensure that the contract is provided on day 1 of appointment in line with statutory requirements.
- All contracts will be provided by the Trust's HR and Payroll providers and cannot be edited without approval from the Head of Peoples' Services
- All contracts are signed by the CEO and issued on CEO's behalf by Peoples' Services, with the exception of the CEO, which is issued by the Board of Trustees
- New members of staff cannot start work until Safer Recruitment clearance is received from Peoples' Services

6.1 Recruitment and Appointments (Continued)

Panel Membership	
Appointment (post)	Panel
Board of Trustees	DBE Member (Chair), 2 DBAT Trustees
Chief Executive Officer	DBE Corporate Member, 3 DBAT Trustees
Central Senior Leadership Team	CEO, 2 DBAT Trustees
Headteacher	CEO/Executive Director of Learning, Head of Peoples' Services, 1 DBAT Trustee, 1 Academy Council representative
Deputy Headteacher, Assistant Headteacher	Headteacher, senior member of Central Team, 1 Academy Council representative
Central Trust Staff	3 members of Central team, including SLT as appropriate
Head of Department/Faculty/Academy SLT	Headteacher (or nominated representative), 1 Academy Council representative, 1 x senior leader of the school or central team
All other school Teaching and Support Staff Posts	Headteacher (or nominated representative), Deputy/Assistant Headteacher (or equivalent role), Head of subject area or department
Teaching and Learning Responsibility (TLR) Posts	Headteacher (or nominated representative), Deputy/Assistant Headteacher (or equivalent role), 1 x senior leader of the school or central team
SENDCo / Inclusion Lead	Headteacher (or nominated representative), Deputy/Assistant Headteacher (or equivalent role), Trust Inclusion Lead or 1 x senior leader of the school or central team

6.2 Professional Learning and Growth

People's Services Directorate

Professional Learning and Growth Responsibilities

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Headteacher
Monitor performance of the Trust in order to support and challenge	Ensure that appropriate professional development opportunities are available for all staff	Monitor professional development, talent management and succession planning in order to support and challenge	Develop and implement the school's Professional Learning and Growth strategy
Monitor statutory training compliance	Provide a framework of professional development, training, induction, talent development and succession planning		Provide information about Professional Learning and Growth and impact to Central Officers and the Academy Council
	Lead strategic vision and Trust wide Professional Learning and Growth plan		Develop school level talent management and succession planning
	Develop and implement the people strategy, including delivery (directly or via commissioned support) of professional development programmes where appropriate		Encourage and support engagement with Trust wide Professional Learning and Growth opportunities
	Report on statutory training compliance for the whole trust and ensure compliance of the central team		Ensure statutory training compliance for all school staff and maintain accurate training records

6.3 Performance Review

Review and Monitoring Responsibilities		
Post	Responsible for Review	Monitored
CEO	Chair and Vice Chair of Board of Trustees (or delegated Trustee) and external advisor	Board of Trustees
Central SLT and other direct reports of the CEO	CEO	Board of Trustees
Central Trust staff	Member of Central SLT or appropriate officer, according to job role	CEO, Board of Trustees
Headteacher	Hub Director of Learning and Chair of Academy Council	CEO, Board of Trustees
Deputy Headteacher, Assistant Headteacher	Headteacher	Central Education Team, Academy Council, Board of Trustees
Teaching Staff	Agreed direct line manager	Headteacher, Academy Council, Board of Trustees
Teaching Support Staff	Agreed direct line manager	Headteacher, Academy Council, Board of Trustees
Administrative Support Staff	Agreed direct line manager	Headteacher, Academy Council, Board of Trustees

6.3 Performance Review (Continued)

Responsibilities			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Headteacher**
Performance review of the Chief Executive Officer	Performance review of Headteachers and Central Team	Contribute to performance review of the Headteacher	Performance review of Deputy Headteacher, Assistant Headteacher
	Provide professional support for performance review processes in all Academies		Ensure performance review takes place for all school staff, in accordance with Trust policy and legislative requirements
Receive assurance of successful completion of performance review process	Monitor performance review process and outcomes across all Academies	Monitor completion of performance review process for school staff and review Teaching Threshold applications with the Headteacher	Provide reports on performance review completion to Central Officers and the Academy Council
	Report on performance review cycle completion		

6.4 Pay

Responsibilities			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Headteacher**
Review and approve Pay Policy	- Develop Pay Policy and associated processes - Implement Pay Policy for all staff	Contribute to pay review processes as a member of the local pay moderation panel for Teachers and Academy Support Staff by monitoring effective and equitable implementation in line with the policy	Implement Pay Policy for school staff
Receive assurance relating to the impact of implementation	Monitor implementation of the policy		

6.5 Staff Well-being

Responsibilities			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Headteacher**
Ensure positive arrangements for staff work/life balance, working conditions and wellbeing	Share relevant sources of information and support to promote wellbeing and inform those in need of additional assistance	- Ensure staff wellbeing is discussed regularly at AC meetings - Report any concerns regarding staff well-being, workload or working conditions to the Central team and Board of Trustees	- Ensure thought is given to how mental health and wellbeing can be embedded in the curriculum and other school activities - Report any concerns regarding staff well-being, workload or working conditions to Central team and Academy Council, and contribute to the identification of improvement
Monitor that policies are in place to promote wellbeing for all staff within the Trust	Ensure policies are in place to be able to promote wellbeing for all staff	Monitor the implementation of policies designed to promote staff wellbeing	Implement any policies promoting staff wellbeing
Receive regular updates on the actions of the Wellbeing council	Establish a Wellbeing Council consisting of members from across the Trust	Receive updates on the actions of the Wellbeing council	Ensure school representation on the Wellbeing Council and receive updates, and implement, agreed actions

6.6 Grievance

Conditions:

- The Grievance Policy, and the associated guidance from the Head of Peoples' Services or nominated HR professional must always be followed and advice sought when questions arise
- A HR professional may attend a hearing or appeal in an advisory capacity
- An alternative representative may be nominated to hear a Grievance or Grievance Appeal, taking into account the circumstances and other significant factors, including who the Grievance may be against
- The reporting mechanism for grievance is to the Board of Trustees from Head of Peoples' Services.

Post	Hearing of Grievance	Appeal
CEO	1 Board Member	3 Board Members
Central SLT	CEO	3 Board Members
Central Team Officers	1 member of Central SLT	CEO, 2 Board Members
Headteacher	Executive Director of Learning	CEO, 1 member of Central SLT, 1 Trustee
Deputy Headteacher, Assistant Headteacher	Headteacher	Executive Director of Learning, 1 member of central SLT, 1 Academy Council Member
All other Academy posts	Headteacher or nominated senior leader	Headteacher (or member of Central SLT where Headteacher has heard Grievance), 1 member of Central SLT, 1 Academy Council Member

6.7 Dismissal Hearings

Conditions:

- Reasons for dismissal include disciplinary matters (repeated misconduct, gross misconduct), capability, Ill health capability, redundancy.
- The relevant policy, and associated guidance from the Peoples' Services team must always be followed and advice sought when questions arise.
- An alternative representative may be nominated to attend a dismissal hearing or appeal, taking into account the circumstances.
- A member of Central SLT should be present on every dismissal hearing, with the exception of a hearing relating to the CEO.
- Panels should comprise of three members.
- An appeal panel should comprise of representatives who are impartial to the case and have not been involved in any prior investigation or the dismissal hearing.
- Appeal panel members should be of an equivalent or senior level to those on the hearing panel.
- A HR professional may attend a hearing or appeal in an advisory capacity.
- The reporting mechanism for dismissal is to the Board of Trustees from Head of Peoples' Services.

6.7 Dismissal Hearings (Continued)

Panel Membership		
Post	Dismissal Hearing	Appeal
CEO	2 Trustees, 1 DBE* Member	2 Trustees, 1 DBE* Member
Central SLT	CEO, 2 Trustees	3 Trustees
Central Team Officers	3 Members of Central SLT	CEO and 2 Trustees
Headteacher	CEO, 1 Member of Central SLT, 1 Academy Council Member	3 Trustees
All other school posts	Headteacher, 1 member of Central SLT, 1 Academy Council Member	1 Academy Council Member, 2 members of Central SLT

*DBE = Diocesan Board of Education

6.8 Other Levels of Delegation

Function		Delegated Authority
Contract variations where grade is unaffected All processes must be agreed with the Head of Peoples' Services prior to commencement	CEO	Audit & Risk Assurance committee
	Central SLT	CEO
	All other posts	Head of Peoples' Services
Creation of temporary or new posts or regrading of posts.	CEO	Board of Trustees
	Central SLT and Headteachers	Pay committee
	All other posts	Head of Peoples' Services
Revisions to Terms and Conditions of employment (excluding Pay)		Recommendation: Head of Peoples' Services and CEO Authorisation: Board of Trustees
Authorisation of pension payments (early retirement, exercise of pension discretions, ill-health retirement)		Head of Peoples' Services and CEO

6.8 Other Levels of Delegation (Continued)

Function		Delegated Authority
Restructure and Redundancy Programmes	Changes resulting in redundancy	Recommendation: Head of People's Services and CEO Authorisation: Board of Trustees
	Restructures (not leading to redundancy)	Head of People's Services Reported to Board of Trustees
Determination of CEO's salary and pay progression		Board of Trustees
Determination of pay ranges		Pay committee, advised by Head of People's Services
Exceptional pay progression including Threshold applications		Head of People's Services and Executive Director of Learning
Administration of Employment Contracts, pay and conditions of service		Head of People's Services, via the relevant functions and delegated officers

6.8 Other Levels of Delegation (Continued)

Function		Delegated Authority
Severance Payments (see slide 30)	Equal to or below contractual entitlements	*Recommendation*, including business case: Head of Peoples' Services and Head of Finance. *Authorisation*: CEO
	Above contractual notice and up to £49,999	*Recommendation*, including business case: Head of Peoples' Services and Head of Finance. *Authorisation*: CEO and Audit & Risk Assurance Committee
	>£50,000	*Recommendation*, including business case: Head of Peoples' Services and Head of Finance. *Authorisation*: CEO and Audit & Risk Asssurance (including submission to ESFA for prior approval before action)

7.1 Roles and Responsibilities – The Estate

Operations Directorate

Estate Land & Buildings

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
Approve the Estate Vision	Implement the Estate Vision	Remain informed of Academy estate plan and implementation	Use the School Development Plan to inform estate planning
Approve the Estate Strategy and Estate Development Plans	- Ensure estate strategy and management policy, planning, procurement and contracting are compliant and meeting the DfE Good Estate Management for School guidelines. - Maintain and implement a Trust-wide Asset Management Plan to meet statutory and educational objectives - Report progress and performance to the Board of Trustees and Risk & Audit Committee	Remain informed and lead on community liaison, engagement and stakeholder management	Responsible for: • Implementing local policies (L2) under the Trust framework • Ensuring proper management and oversight of assets and all estate activities
	- Provide the Board and Academies with professional support, challenge and advice - Draft and implement a policy framework to support compliance, best practice, value for money, and efficiency		
	Monitor compliance with statutory regulations relating to the Estate		

7.1.1 Operations Delegation – The Estate: Land & Buildings

Delegated Duty	Authority Limits	Delegated Authority
Use of Trust Buildings and Facilities	Trust-wide	The Trustees shall determine the use of all sites and buildings in the Trust.
Lettings Academy Buildings and Facilities (in/out hours) and all Services	Trust-wide > 1 year duration, or renewal beyond 12 months or, where a variation from the lettings policy is sought	All lettings in the Trust are considered a commercial activity. Below threshold/within policy: • Head will approve • Head of Operations and Head of Finance to be informed • Academy Council to be informed Above threshold/out of policy: • Head to propose • Head of Operations and Head of Finance to approve • Academy Council to be informed

Operations Directorate

Capital Projects, Maintenance & Facilities

Board of Trustees (with powers to delegate to committees)	CEO (with powers to delegate to other officers)	Academy Council (Committee of the Board of Trustees)	Head
CAPITAL PROJECTS			
Review and approve the strategy plan for capital expenditure; Trust 5-year rolling programme, Academies' 3-year rolling programme	Develop a rolling 5-year strategy plan and policy for capital expenditure, considering all Academies' 3-year development plans	To be informed of plans and projects to support the wider community engagement, and to make recommendation to Trustees.	Facilitate and support capital works projects on Academy premises
Review capital project proposals and allocate capital funds in accordance with the Trust's finances and policies	Review, prioritise, and approve proposals for capital investment and make subsequent reports to the Board	Monitor key priorities for capital expenditure as part of regular business meetings	Responsible, with the AC, for consulting with the Central Team on priorities for capital expenditure and large scale 'minor works' in line with the strategic plan
MAINTENANCE & FACILITIES			
Review and support the Trust-wide strategy for budget allocations, prioritisation and centralisation to drive value and best practice	- Maintain Trust-wide knowledge of estate condition, risks and priorities - Review, advise and support Academies' PPM/reactive planning and £ allocations icw Head Finance	To be informed of plans and projects and understand site operations and issues	To be informed of plans and projects and understand site operations and issues
	Provide management, reporting and governance frameworks		

Operations Directorate

Delegated Duty	Authority Limits	Delegated Authority
Fixed Assets	Trust	Change of use or disposal of assets: • Recommend: Head of Operations and Head of Finance • Approve: Board of Trustees
Moveable Asset	Academy	Heads are Responsible: • All assets must be logged • All assets must be secured and maintained • All assets must be annually audited
Loan of Assets	Central approval for assets leaving site on loan to external (outside of the Trust) organisations. >£1k per asset (internal)	To external third parties: • Approve: Head of Operations To internal Trust staff and pupils: • Approve: Head or head of function (central team)
Maintenance of Assets	Finance limits for orders/invoice approvals are as detailed at 4.1	Directorate responsibility for the maintenance of fixed and moveable assets to ensure that these assets remain (1) compliant, (2) durable, and (3) can be replaced/repaired at best cost. This will be managed through: • Statutory compliance routines • Routine inspection programmes • Servicing schedules
Insurance	CEO	Risk Protection Arrangement for all Academies • Informed: Audit and Risk Assurance Committee

7.1.4. Operations Delegation – The Estate: Contracts and Procurement

Delegated Duty	Authority Limits	Delegated Authority
New Suppliers	All values	All new suppliers must be approved by the Head of Operations and/or Head of Finance. Any supplier that will be handling personal or sensitive data must have a contract in place to evidence they have the necessary controls. **All contracts to be signed by the appropriate Central Team Officer and stored in Central Staff SharePoint (Contracts & SLAs)**
Quotations and Tendering (all)	All values	Before entering into any process for quotations or contract tendering, Academies **must** have sought approval from the Head of Operations and/or Head of Finance and completed a **business case proforma**
Quotations and Tendering	See Finance (slide 31)	See Finance (slide 31)
Contract Variations	All values	Contract variations to central contracts (above individual academy) must be approved by the Head of Operations.

Operations Directorate

7.2 Roles and Responsibilities – Health, Safety, Security and Environment

Health and Safety			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Head**
Form the corporate body and serve as the Employer under the Health and Safety at Work Act 1974	Appoint a competent health and safety professional to develop H,S,S & E policies and monitor performance	Appoint an AC member to have specific responsibility for Health, Safety, Security & Environment, reporting to the Academy Council and Trust working party	Accountable for Health, Safety, Security & Environment performance and policy implementation within the Academy
Accountable for setting overall policies for H,S,S & E that are applicable to all Trust operations	Define the Trust's risk appetite regarding compliance	Monitor, support and challenge the performance at the Academy	Ensure that all staff within their Academy have received sufficient training, information, instruction and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner
Periodically review performance and ensure adequate resources for the discharge of duties	Provide support and challenge to all Academies and central office through a policy framework that supports local undertakings		Responsible for providing reports on local health and safety arrangements in consultation with AC responsible member
	Provide central office staff with the training, information, instruction and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner		

7.2.1. Operations Delegation – Health, Safety, Security and Environment

Operations Directorate

Delegated Duty	Authority Limits	Delegated Authority

Health, Safety, Security and Environment		• CEO is accountable to the Board of Trustees
		• The Head of Operations is responsible for a Trust-wide Health, Safety, Security and Environment policy and framework.
		• The Directorate will:
		   • maintain a Site Maintenance and Health and Safety plan
		   • complete the necessary inspections and activities for Health, Safety and Security compliance
		   • inform the Head of Operations, Head, and Academy Council that the Academy is compliant, and where there is risk
		• The Head:
		   • is responsible for the Health and Safety of all staff, pupils and visitors at the Academy
		   • ensures Risk Assessments are completed for Academy level activities
		   • understands the Site Maintenance and Health and Safety plan
		   • is informed of compliancy and risk
		   • implements or supports implementation of Trust Environment policies

7.2.1. Operations Delegation – Health, Safety, Security and Environment (continued)

Delegated Duty	Authority Limits	Delegated Authority

Physical Security & Critical Incident Management		• CEO is accountable to Board
		• The Head of Operations is responsible for a Trust-wide security and Critical Incident Management Plan to support Academy plans and measures
		• The Head is responsible for:
		    • the physical security of the Academy, and all staff, pupils and visitors at Academy level
		    • ensuring that an Academy Physical Security and Critical Incident Management plan is in place and procedures are practised and followed

7.3. Roles and Responsibilities: Risk Management

Risk Management			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Head**
Overall responsibility for the risk management framework: • Risk Management Policy • Risk tolerances • Risk appetite in the safety, security and suitability of the Estate	Manage the strategic risks and mitigations	Support the delivery of risk management at the Academy	Responsible for risk management at the Academy
Consider the minutes of the Audit and Risk Assurance committee, including the committee's review of the Strategic Risk Register, at each of its meetings and an annual report from the Chair of the committee	Maintain, regularly review and update the Trust Strategic Risk Register	Ensure the school risk register, in conjunction with Trust Officers and School leaders is maintained, reviewed regularly and updated in line with the policy expectations.	Implement the Risk Policy
	Audit Academy compliance with policy and regular review Academy risk registers	Ensure key risks are clearly identified and communication to the Central Support Team and Trustees, via support meetings and the AC Clerk	

7.4 Data Protection

Data Protection / General Data Protection Regulation (GDPR)			
Board of Trustees (with powers to delegate to committees)	**CEO** (with powers to delegate to other officers)	**Academy Council** (Committee of the Board of Trustees)	**Head**
Accountable for compliance with all data protection legislation	Provide and adequately resource the DPO	Ensure a DPL is appointed	Appoint a DPL of sufficient seniority
Appoint a suitably qualified Data Protection Officer (DPO)	Decide response to data breaches including reporting to the Information Commissioner's Office (ICO)	Receive compliance reports from DPL/ DPO	Provide DPL with adequate support and resource to fulfil their role
Ensure adequate resource for GDPR compliance.	Ensure Trust ICO notifications are accurate and up to date		Ensure compliance with Trust data protection policies and procedures
Approve data protection policies	Prepare, review and update a suite of data protection policies		Ensure all staff have undertaken the Trust's GDPR induction/training
Receive assurance of GDPR compliance across the organisation	Ensure central office GDPR compliance		
	Train Academy Data Protection Leads (DPLs) on policy and procedure		
	Audit Academies' GDPR compliance		
	Update DPLs on ICO guidance and decisions		
	Provide GDPR induction/training for all Trust staff		

Data Protection is the responsibility of everyone in the Trust and will be jointly managed across all Directorates.
The lead Officer for GDPR is the CEO.

Appendix A

Associated Documentation

The Scheme of Delegation must be read in conjunction with the following policies, guidance and documentation
Documentation
National Memorandum of Understanding
Articles of Association
Governance Protocol
Reporting Protocol
Vision and Values Documents
Academy Trust Handbook
Church of England Vision for Education
National Governance Handbook
DBAT Policies Register and Policies
Board Assurance Framework

Appendix B: Glossary of Acronyms

Abbreviation	Meaning
AC	Academy Council
BAME	Black, Asian or Minority Ethnic
BTSA	Providers of CPD for educational professionals
CEO	Chief Executive Officer
CofE	Church of England
CPD	Continuing Professional Development
DBE	Diocesan Board of Education
DBF	Diocesan Board of Finance
DDE	Diocesan Director of Education
DfE	Department for Education
DPL	Data Protection Lead
DPO	Data Protection Officer
DoBAC	Diocese of Bristol Academies Company
EAL	English as an Additional Language
ESFA	Education and Skills Funding Agency
EYFS	Early Years Foundation Stage

Abbreviation	Meaning
GAG	General Annual Grant
GDPR	General Data Protection Regulations
ICO	Information Commissioner's Office
MAT	Multi-academy Trust
MAT	More able and talented
MOU	Memorandum of Understanding
NLE	National Leaders of Education
NPQEL	National Professional Qualification for Executive Leadership
NPQH	National Professional Qualification for Headship
NPQML	National Professional Qualification for Middle Leadership
NPQSL	National Professional Qualification for Senior Leadership
PAN	Published Admission Number
P&L	Profit and Loss Modelling

Abbreviation	Meaning
PPM	Planned Preventative Maintenance
RPA	Risk Protection Arrangement
SCR	Single Central Record
SDP	School Development Plan
SEND	Special Educational Needs and Disability
SER	Self-Evaluation Report
SIMS	School Information Management System
SIAMS	Statutory Inspection of Anglican and Methodist Schools
SIP	School Improvement Partner
SLA	Service Level Agreement
SLE	Specialist Leaders of Education
SLT	Senior Leadership Team

Appendix B: Glossary of Terms

Term used	Meaning
Board	(abbreviation) Board of Trustees
Officer	An employee of DBAT, usually specifically referencing a member of the Central team
Termly	Six times per year
Trust	(abbreviation) Diocese of Bristol Academies Trust
Trustees	Board of Trustees has overall responsibility and accountability for the Trust. Specific responsibilities include: - Ensuring clarity of vision, ethos and strategic direction - Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff - Overseeing the financial performance of the organisation and making sure its money is well spent

All Policies can be found on Policy Connect: <u>Policy Connect</u>

Policy Protocol:

Level 1 Policies:
DBAT policy for adoption (no changes can be made by the Academy Council; the Academy Council must adopt the policy)

Level 2 Policies:
DBAT policy for adoption, with areas for the Academy to update regarding local practice (the main body of the policy cannot be changed)

Level 3 Policies:
DBAT model policy that the Academy can adopt if it wishes

Level 4 Policies:
Local policy to be approved by the Academy Council