

Scheme of Delegation

Bright Futures Learning Trust's vision statement is the cornerstone of our ethos and culture:

OUR VISION:

Ensuring every child has a bright future

Bright Futures Learning Trust believes passionately that every child in its care should leave school with a bright future ahead of them.

We are relentless in our work to provide the best education we can to enable our children to believe in themselves and the potential inside each one of them.

We enable them to seek out opportunities to learn as much as they can and to imagine possibilities beyond their immediate experience.

This in turn helps them to successfully and positively contribute to the world around them, leading them to live fulfilled, happy and extraordinary lives.

Bright futures for staff.....

Bright Futures Learning Trust knows that its staff are its greatest asset and, as such, aims to provide as many opportunities as possible for staff to develop their own bright future.

We encourage staff to work across the trust and gain experience in a variety of settings to become more skilful and develop greater knowledge.

Staff work together collaboratively to research the best teaching practices and to learn from each other and support one another.

Staff are curious about what excellent learning looks like and all strive for the very best outcomes for their children.

There are clear career paths and the trust cares for hard-working, talented staff and supports them to follow the direction of their choice.

The trust knows that outstanding leadership is key for the children and their families and seeks to grow leaders with the confidence, humility and integrity needed to become an outstanding leader, ensuring all in its community can enjoy a bright future.

Approved by: Board of Trustees

Last review: 14/09/23

Next review: September 2024

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1. Introduction

A multi academy trust's (MAT) board of trustees is accountable in law for all major decisions about their academies. However, this does not mean that the board is required to carry out all the trust's governance functions and many can and should be delegated, including to the CEO, the board's committees, and to academy Local Governing Boards (LGBs). It is vital that the decision to delegate a function is made by the full board of trustees and is recorded. Without such delegation, the individual, committee or LGB has no power to act.

The Trust is constituted under its Articles of Association. This sets out the purpose of the trust (the "Objects"), the powers of the trust, and how these are to be exercised.

Bright Futures Learning Trust's (BFLT) Objects are: -

- a) to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing schools ("the Academies") offering a broad and balanced curriculum; and
- b) to promote for the benefit of the inhabitants of Woking and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

Scheme of Delegation

This scheme of delegation is the key document defining the lines of responsibility and accountability in a trust. It ensures that the members, trustees, board committees, academy Local Governing Boards (LGB) and executive leadership are all clear about their roles and responsibilities. This scheme of delegation is separate from the scheme of delegation of financial powers set out in the Financial Regulations Policy.

The scheme is reviewed annually, with changes made as the context changes, if necessary. It is important to ensure that all involved in governance are made aware of any changes and what these mean in practice. The scheme of delegation is also published on the trust's website.

Conflicts of Interest

All Trustees and governors on LGBs sign a register of interests at the start of each academic year. This is recorded and published on the trust's website. Trustees and governors are responsible for notifying the trust of any change in their interests during the academic year. In addition, attendees at every meeting also register any interests in any items on the agenda if there may be a conflict of interest.

The register and procedure adopted by BFLT is based upon:

- Companies Act 2006
- Guidance from the Charity Commission which explains statutory requirements and good practice regarding conflicts of interest for charity trustees
- The Academy Trust Handbook
- The Governance Handbook

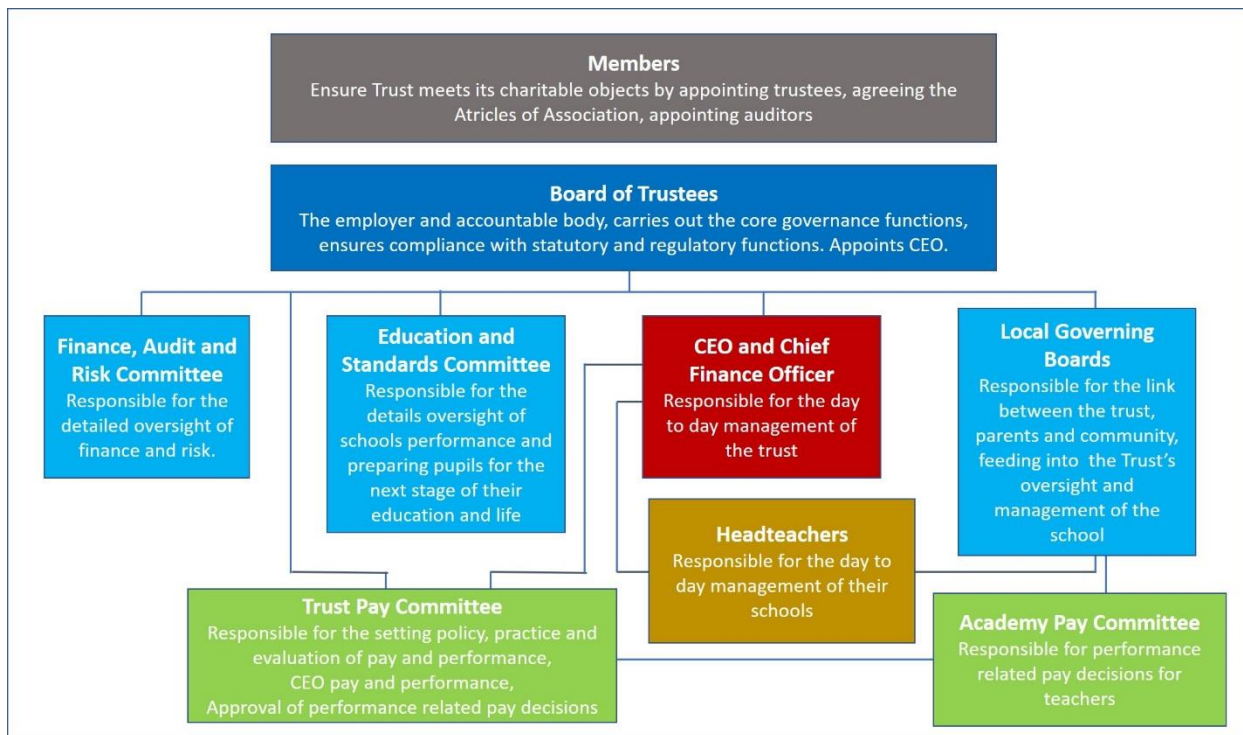
- The academies' Funding Agreements and Articles of Association.

Code of Conduct & Upholding Standards in Public Life

Trustees and governors also pledge to abide by the trust's Governance Code of Conduct and uphold the HMG seven principles of Standards in Public Life, known as the Nolan Principles. Acceptance of the Nolan Principles by trustees and governors is recorded in TB and LGB meetings held at the start of each academic year.

2. Governance of the BFLT

The diagram below illustrates the various layers of governance for BFLT. In subsequent sections of this document the purpose of each layer is explained further.



3 Board of Members

The Members act as the custodians of the MAT and are responsible for holding the board of trustees to account for the effective governance of the MAT. Whilst they have a minimal role in the running of the MAT, they have a number of key functions shown below. In the event of the liquidation of the MAT, the Members are individually liable for the sum of £10 - that is the “guarantee” implied by the term “company limited by guarantee”.

Composition: Five members, with a minimum of three. No employee of the trust may be a member. No trustee may be a member.

Quorum: Two members.

Meetings: The members must hold one Annual General Meeting within each twelve month period. There will be at least two further members meetings each academic year. At least once per year members will attend a trustees meeting as observers.

Inputs: Trustees minutes from full board and committee meetings, CEO’s Report, Annual Accounts and Trustees Report, any applications to join the board of trustees.

Outputs: Members minutes are circulated to all those in governance.

The powers and duties of the members in broad terms are:

1. To maintain the membership and to appoint new and replacement members
2. To appoint and remove trustees
3. To approve any proposed changes to the Articles of Association
4. To receive the annual accounts of the trust
5. To appoint and remove auditors
6. To hold trustees to account for upholding the objects of the trust, and through the strategic plan for delivering the mission and vision of the trust.

4. Trustees

The trustees are legally responsible and accountable for all statutory functions and for the performance of all academy schools within the trust. They are both company directors and charity trustees. They exercise general control and management of the administration of the trust, and in accordance with the provisions set out in the Memorandum and Articles of Association and its Funding Agreement, are legally responsible and accountable for all statutory functions, and for the performance of all academies within the trust. Fundamentally trustees must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive to account for the educational performance of the trust's academies and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

The trust board has the right to review and adapt its governance structure at any time which includes removing delegation.

The Trust's Scheme of Delegation, including terms of reference, is reviewed annually in the Autumn Term to evaluate how effective it has been and what improvements can be made to ensure governance is efficient and effective.

Trustees are the non-executive directors of the trust and are in certain respects the equivalent of governors in a local authority-maintained school. As company directors their duties are, in broad terms, to:

- Act within their powers.
- Alongside the executive team, to set the strategy, ethos, culture, and vision of the trust.
- Promote the success of the two charitable objects of the trust.
- Exercise independent judgment.
- Exercise reasonable care, skill, and diligence.
- Avoid conflicts of interest.
- Not to accept benefits from third parties; and
- Declare any interest in proposed transactions or arrangements.
- Ensure compliance with statutory and regulatory requirements.
- Ensure that trust strategy is responsive to the views of parents, carers and the communities served by the schools within the trust
- Hold the CEO to account for the overall performance of the trust.

Membership: There will be no less than three trustees and there is no maximum. Up to twelve trustees may be appointed by members. The Chief Executive Officer (CEO) will be a trustee. Trustee appointments are described in further detail in the Articles of Association. Appointments are evaluated against specific skill requirements identified as required by the trust board's annual skills

audit. No trustee shall also be a member of the trust, or directly employed by the trust (other than the CEO). They should not be chairs or vice chairs of the LGBs.

Chair: The chair is elected by the trust board annually in September.

Quorum: A minimum of three trustees.

Meetings: At least six each year, convened on seven clear days' notice except in an emergency as determined by the chair. Where possible, Trust Board meetings will happen in the last two weeks of each half term. LGB meetings will precede each Trust Board meeting by two weeks. Trust Committee meetings will happen in the second half of each term, one to two weeks before the full Trust Board meeting,

Minutes: A formal record of all meetings is produced by the clerk to the trust board. There are not published but are available to members of the public upon request.

Inputs: LGB minutes & reports, CEO's Report, trust committee minutes, Management Accounts, Budget plans, school HT & SIP Reports, any other reports from the Executive Team as required.

Outputs: Annual Trustees Report, board minutes circulated to all in governance, brief feedback report to LGBs after each meeting, Risk Register, approved policies, agreed budget.

Areas of responsibility

The key areas of responsibility and powers that are retained by the trust board fall under six headings; **Strategy, School Improvement, Financial Management, Risk Management, Safeguarding and Governance.**

Strategy

- Ensuring the clarity of vision, ethos and strategic direction
- Establish and oversee adoption of the trust's vision, values and mission statement
- Determine the trust's strategy, including key priorities and key performance indicators (KPIs)
- Agree and adopt the strategic plan for the trust and academies against the vision and trust's priorities
- Ensure the trust's vision, values and mission statement are consistently applied across the trust
- Agree reporting arrangements for progress against the strategic plan and KPIs
- Decide upon major strategic and legal changes to the trust's structure and lands
- Appoint and remove CEO and CFO
- Approve appointment and removal of heads of local school academies
- Approve role descriptions for CEO, trustees, and chairs of trust board and LGBs
- Set policies and procedures for pay and performance management
- Determine any staff redundancies.

School Improvement

- Hold the CEO to account for the overall performance of the whole trust and each academy school
- Review overall progress against the strategic plan and KPIs, towards achieving the vision
- Manage performance and appraisal of CEO.

Financial Management

- Overseeing the financial performance of the trust and making sure it is money well spent.
- Approve the overall budget for the trust
- Approve the percentage of funds held by the trust for central services
- Approve the annual report and accounts of the trust.

Risk Management

- Evaluate and take action on key risks identified in the trust's risk register
- Ensure compliance with statutory and regulatory functions
- Approve all policies that the trust is required to maintain by statute and regulation.
- Approve admissions code and ratify admission arrangements for each academy school
- Establish arrangements and panel members for independent appeals, for example admissions, exclusions, and staff disciplinary.

Safeguarding

- Hold the CEO to account
- Safeguard and promote the welfare of children
- Have regard to any statutory guidance on safeguarding issued by the Secretary of State
- Ensure the suitability of staff, supply staff, volunteers, contractors and proprietors.

Governance

- Ensuring governance at all layers of the trust is effective and fit for purpose
- Act on recommendations to ensure the governance structure of the trust, its scheme of delegation, and associated terms of reference, are fit for purpose
- Recommend appointment of members and trustees to the members
- Agree membership of trust board committees
- Appoint chair and vice chair of the trust board.

5 Trust Board Committees

Trustees have established three committees to carry out many of their governance functions. This includes making decisions, although any such decisions made will be deemed to be decisions of the trust board. The membership and responsibilities of board committees are set out below.

5.1 Terms of Reference for the Education and Standards Committee

The committee's specific function is to support the trust board, CEO and executive team in their responsibilities for the key areas shown below, across the trust in the context of the trust's strategy.

It will liaise and consult with the trust board and its committees, and LGBs where appropriate.

The key areas of responsibility delegated by the trust board to this committee are: -

- Curriculum standards
- Educational outcomes
- School improvement
- Management of governance
- Pupil wellbeing
- Staff wellbeing
- Senior leadership staffing structures
- Admissions arrangements and code
- Equality and inclusion
- Safeguarding

Membership and Meetings

- **Membership** of the committee will be determined by the trust board.
- **Chair:** is elected from amongst the trustees serving on the committee annually in the Autumn Term
- **Quorum:** is three members of the committee.
- **Meetings:** The committee will meet, at a minimum, four times a year: twice in the Autumn Term and then once each subsequent term.
- **Inputs:** Agreed KPIs on current attainment vs year end targets, the percentage of teaching that is good or better, absence and persistent absence, exclusions and suspensions, pupil numbers, staff retention, survey results, notifiable events and compliance checks (e.g. Health & Safety).
- **Output:** Minutes circulated to all in governance, approved policies, chair reports to full board meetings, chair notifies the board of any 'by exception' issues.

The full list of the delegated responsibilities of the Education & Standards Committee can be found in **Appendix 3**.

5.2 Terms of Reference for the Finance, Audit & Risk Committee

The committee's specific function is to support the trust board, CEO and executive team in their responsibilities for the key areas of responsibility shown below, across the trust in the context of the trust's strategy.

It will liaise and consult with the trust board and its committees, and LGBs where appropriate.

The key areas of responsibility delegated by the trust board to this committee are: -

- Budget planning and financial management

- Auditing and Benchmarking
- Risk Management
- Premises and Assets management
- Communications with stakeholders
- Community involvement (Articles of Association Object #2)
- CEO Performance Management & Pay
- Pupil Premium and Sports Premium

Membership and Meetings

- **Membership** of the committee will be determined by the trust board.
- **Chair:** The chair is elected from amongst the trustees serving on the committee annually in the Autumn Term.
- **Quorum:** is three members of the committee.
- **Meetings:** The committee will meet, at a minimum, four times a year: twice in the Autumn Term and then once each subsequent term.
- **Input:** Management Accounts with commentary from the CFO, Audit Reports, premises information from local boards.
- **Output:** Minutes circulated to all in governance, Financial Regulation Policy, Risk Register, chairs reports to full board meetings, chair notifies the board of any 'by exception' issues.

The full list of the delegated responsibilities of the Finance, Audit & Risk Committee can be found in **Appendix 4**.

5.3 Terms of Reference for the Pay Committee

This committee sets the policy for remuneration for all staff across the trust and in Academies. It also considers the performance management of the CEO and determines their pay.

- **Composition:** two trustees, with the Academy Heads, CEO and CFO, as appropriate
- **Quorum:** two trustees
- **Meetings:** Meetings shall normally be held a minimum of once a year in the autumn term. The Pay committee should meet also to review policy operation and keep abreast of developments. The Pay Committee will get the advice of an independent professional, such as the School Improvement Partner, when considering the CEO's performance management.
- **Inputs:** Draft Pay Policy, professional support regarding CEO's performance management, LGB Pay Committee minutes.
- **Outputs:** Final Pay Policy.

Delegated Responsibilities

The committee will ensure successful outcomes for BFLT by taking the following actions:

- Set the pay policy for approval by the trust board, ensuring the policy is fair, transparent and equal
- Implement the Pay Policy, with reference to the CEO
- Achieve the aims of the Pay Policy in a fair and equitable manner within statutory and contractual obligations. If the Committee feels it to be appropriate, any matter may be passed to the full trust board for ratification.
- Monitor the decisions of local pay panels from the LGB as presented by the CEO
- To ensure a consistent approach to appraisal and benchmarking of proposed pay awards has taken place;
- To observe all statutory and contractual obligations for both teachers and support staff;
- Performance management and pay of the CEO;
- Academy headteachers performance management will be conducted by the CEO, in conjunction with the Chair of the local board of governors.

Local Governing Board's Pay Committees

Local Governing Boards will appoint their own local Pay Committees (as sub-committees of the LGB). They will consist of three local governors who are not staff members, and will meet:

- Once in the autumn term to consider the performance related element of teachers pay increases
- As required in the spring term to consider any applications for teachers to move up to the Upper Pay Scale.

Their delegated responsibilities are as follows:

- To receive individual academy proposals and consider the recommendations made by the headteacher/head of school in order to determine the final pay award decisions for each academy
- To minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the full governing board and to the Trustees Pay Committee.
- To keep abreast of relevant developments and to advise the trust board when the pay policy needs to be revised
- To work with the headteachers in ensuring that the governing board complies with the Appraisal Regulations 2012 (teachers).

6. Appeals Panel

The Appeals Panel is an ad-hoc committee that is formed when a group of trustees and or governors that is called upon to hear appeals. Members of this committee should not have been involved in the initial decisions in relation to the appeal.

Notice of the appeal from the appellant, outlining as fully as possible the grounds on which the appeal is being made, should be sent in writing to the clerk of the LGB or trust board.

Meetings are convened by the Clerk to the trust board or to the academy school, where BFLT policies require an appeal to be heard.

Membership, size and chairing of the panel is determined by law and guidance applying to the relevant matter to be considered. The Appeals Panel reserves the right to include an independent expert from outside of the trust board if it deems this necessary, with the trust board's approval.

This committee is convened to cover issues such as:

- Pay Appeals
- Permanent Exclusions
- Staff Behaviour including dismissal
- Complaints (Stage 3)
- Admissions (including out of chronological year group admissions).

Delegated Responsibilities:

The Panel will ensure successful outcomes for BFLT by taking the following actions:

- Following the relevant laws, guidance & procedures that apply
- Ensuring that the appeal process is objective and impartial
- Considering all the relevant documents and facts
- Seeking expert advice where necessary
- Ensuring that, if a member of staff is involved, the member of staff is aware that they may be accompanied at the appeal hearing by a recognised association/union representative or workplace colleague
- Giving the person appealing the fullest opportunity to state the grounds for their appeal and to question any evidence presented during the appeal
- Returning a verdict that upholds or overturns the original decision
- Ensuring that the steps taken in reaching a decision are clear and transparent
- Keeping meticulous records of the proceedings
- Reporting back to the trust board or LGB on the outcome.

7. Chair's Emergency Powers

The chair, or in the absence of the chair the vice-chair, may take such action as they may reasonably think fit to protect the interests of the trust, any academy within the trust, any student or employee of the trust or any other member of the school community.

Such actions should only be taken in circumstances where in the opinion of the chair it would not be reasonably possible to convene a meeting of the trust board or a relevant committee or LGB in the time necessary to protect such interests.

The chair (or vice chair in their absence) of trustees should inform the chair of members as soon as possible after action has been taken.

8. Terms of Reference for Local Governing Boards

The trust board values subsidiarity and therefore LGBs play a vital role in making sure that decisions are taken at a level closest to those affected by those decisions. It utilises the skills and experience of local governors and leaders to ensure that every child receives the very best education. The LGB is a committee of the trust board with delegated responsibility for strategically assessing the continual improvement of the academy's educational outcomes.

The role of the LGB is to act as the leadership's "Critical Friend". The LGB will keep local oversight of educational outcomes, health and safety, local policy implementation and safeguarding. Budget setting and overall financial management remains the overall responsibility of the trust board. However, the LGB will in broad terms monitor the academy's finances and their impact on standards and improvement.

All LGBs have common terms of reference to allow consistency of function, delegation and reporting.

The purpose of the LGB is to:

- Build an understanding of how the academy is led and managed
- Monitor whether the academy is working within agreed policies, plans, and targets set by the trust board
- Engage with stakeholders and being a point of consultation and representation
- Meeting the statutory and regulatory requirements for the academy.
- Meet and report regularly and in a timely manner to the trust board, particularly when exceptional situations, or significant risks and issues are identified.

Members and Meetings

- **Composition:** minimum of 8 governors (1 Head as ex-officio, 1 elected staff governor, 2 elected parent governors and at least 4 board appointed governors)
- **Quorum:** four local governors
- **Meetings:** half-termly. Additional meetings may be called as and when required by the chair with appropriate notice. Governors will determine their own schedule of meetings, ensuring this aligns with the reporting needs of the trust.
- **Chair & vice chair:** to be elected annually by governors from the LGB and ratified by the trust board
- **Link Governor Roles Required:** Child Protection & Safeguarding, SEND, Looked After Children, H&S/Premises, Anti-bullying, Finance.
- **Inputs:** HT Report, SDP, SIP Report, local governors reports from visits and training

- **Outputs:** Minutes circulated to trustees, brief report to trustees after each meeting on local priorities and issues.

Delegated areas of responsibility:

The responsibilities of the LGBs are the 4S's of local governance; **Strategy, Standards, Safeguarding & Stakeholders.**

Strategy

- Work with the Headteacher and senior leadership team to ensure alignment of the academy school to the trust's vision, values and strategic direction and to set the vision and strategic direction for the school
- To monitor and hold senior leaders to account for local risk management by maintaining and regularly reviewing a local Risk Register
- Escalate to the trust board any necessary information or concerns regarding the local academy's finances, and its impact on standards and improvement.
- Nominate a link governor to meet regularly with the School Business Manager to understand the school's financial position.
- Review, monitor and approve academy specific policies and procedures delegated to the academy by the BFLT trust board
- Regularly review the performance of the LGB and its governors to ensure its continued effectiveness
- Ensure publication on academy websites of all required details
- Agree arrangements for governors to visit school for monitoring.

Standards

- To monitor the implementation of trust's strategic plan actions and KPI performance in each academy
- To agree the academy's own Development Plan and to monitor its implementation
- To monitor the academy's performance and thereby hold senior leaders in each academy school to account for educational outcomes
- Monitor all aspects of the curriculum and curriculum delivery within the Academy
- Monitor all aspects of SEND and the provision for vulnerable groups
- Ensure that ring-fenced funds, including Pupil Premium and sports grants, are used for the purposes intended and that they provide good value for money
- Appoint a named SEND Governor. This governor will meet regularly with academy leads for SEND and make reports to the full LGB
- Monitor all aspects of readiness for external inspection
- Monitor the provision of a daily act of collective worship and teaching of religious education in line with relevant statutory requirements
- Ensure the academy has a process to manage continuous professional development of leaders, teachers, support staff & governors.

Safeguarding

- To monitor the academy's performance and thereby hold senior leaders in each academy school to account, in such areas as pupil and staff wellbeing, equality and inclusion, safeguarding and Health & Safety
- Ensure that safeguarding procedures including safer recruitment and the prevent strategy meet all legal requirements and are consistent with current legislation and DfE/legal advice
- Appoint a named Safeguarding & Child Protection Governor, and a governor for Looked After Children. These governors will meet regularly with academy leads for their areas and make reports to the full LGB
- Monitor pupils' attendance, behaviour, and any exclusions.

Stakeholders

- To arrange election of parent and staff governors of the LGB in accordance with the Articles of Association and as set out in this Scheme of Delegation.
- Appoint a Premises/Health & Safety Link Governor, who will undertake bi-annual H&S Audits with the academy lead and receive Health & Safety and Premises updates. This governor will make reports to the full LGB and forward their findings to the FA&R Committee.
- Monitor parental complaints
- Engage with school community and stakeholders to understand local issues and priorities
- Chair to conduct the Head's performance review alongside the CEO
- Review and agree teachers performance related pay progression at the Pay Committee
- Make a brief report to the Trust Board after every meeting on key priorities and issues for the academy.

9. Terms of Reference for the Chairs Panel

The Chairs Panel is a regular meeting between the chair of the BFLT trust board and the chairs of LGBs. The CEO also attends where possible.

Membership and meetings

- **Membership:** Trust board chair and chairs of LGB for each Academy. The CEO attends where possible. Other trustees and or governors by invitation only.
- **Quorum:** three attendees, including the chair of the trust board or nominated replacement
- **Meetings:** Termly, as a minimum
- **Chair:** chair of trustees, or as agreed amongst attendees on a rotational basis
- **Minutes:** Notes of the meeting are taken by an attendee
- **Inputs:** Chairs to come prepared to discuss priorities and issues for their schools, as well as the development of governance
- **Outputs:** Notes of the attendees circulated, chairs to give feedback to their boards.

Delegated areas of responsibility

The Panel will ensure successful outcomes for BFLT by taking the following actions:

- Creating communication pathways and sharing information between governors and trustees.
- Creating an effective team of chairs to promote good governance and share best practice
- Helping to foster a consistent approach to achieving the vision, values and strategic direction for the trust
- Providing support, skills transfer and mentoring opportunities for newly appointed chairs
- Acting as a mechanism for progress reporting on key focus areas and KPIs,
- Discussing emerging trends and out of line exceptions, as well as risks and issues, threats and opportunities that may need further consideration
- Discussing successes so that good news is also shared with all.
- Providing a summary of the meeting so that key items can be brought to the attention of other governors and trustees

10. Terms of Reference for Portfolio Groups

Portfolio Groups create a second communications pathway. They are networking groups of governors and trustees with a specific focus on cross trust area such as:

- Achievement and curriculum
- Safeguarding and wellbeing
- Finance and resources
- Families and communities

They are also a mechanism for the trust board to request specific tasks or actions to be carried out, for example to investigate a specific activity across the trust and report back to the trust board and LGBs for further action to be taken.

Membership and Meetings

- **Membership:** Key stakeholders from trustees and governors. All trustees and governors should be a member of one Portfolio Group.
- **Quorum:** Three attendees
- **Meetings:** Termly
- **Chair:** agreed amongst attendees on a rotational basis
- **Minutes:** Notes of the meeting are taken by an attendee at the meeting and published to all trustees and governors
- **Inputs:** Relevant training materials or key documents
- **Outputs:** Attendees informally report on the meetings to their board, 'by exception' issues are escalated to executives, notes from the meeting are circulated.

Delegated areas of responsibility

The Portfolio Groups will ensure successful outcomes for BFLT by taking the following actions:

- Create communication pathways and share information across governors and trustees about the portfolio's specific area.
- Create an effective team to promote good communication and share best practice

- Help foster a consistent approach to achieving the vision, values and strategic direction for the trust on the portfolio group's area of responsibility
- Provide support, skills transfer and mentoring opportunities for newly appointed members
- Discuss emerging trends and out of line exceptions, as well as risks and issues, threats and opportunities
- Discuss successes so that good news is also shared with all
- Provide a summary of the meeting so that key items can be brought to the attention of other governors on Academy LGBs and trustees of the trust board.

11. Chief Executive Officer (CEO)

The CEO has the delegated responsibility for the operation of the trust, including the performance of the trust's academies.

The CEO is the Accounting Officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive management team of the academy trust. The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management team.

Areas of responsibilities of the executive management team:

- CEO & HT - Operational management of academies and progress towards the trust's objectives
- CEO & HT - Ofsted readiness
- CEO & HT - Engagement with stakeholders
- CEO & HT – Determine, agree and oversee trust & Academy staffing structure
- CEO - Performance management of academy HT, which the CEO undertakes along with local chairs
- CEO - Disciplinary procedures of Academy head
- CEO - Develop trust wide procurement strategies and efficiency savings programme
- HT – Decide to exclude pupil on a short-term basis
- Provide strategic and operational leadership of the trust
- Work with the members & trustees to establish the vision and strategic direction of the trust
- Be accountable to the trust for standards and finance within the trust, holding the academies to account for these areas
- Manage the trust to achieve its goals and build the trust's reputation within the wider community.
- Constantly encourage an ethos of high expectations and achievement for every child/young person within the trust and a culture of personal responsibility and professional self-review and development in all trust employees
- Deliver the requirements of the Accounting Officer as set out by the Education and Skills Funding Agency and within the Academy Trust Handbook
- Reporting termly to the trust board against the key performance indicators

- Oversee the central business team to ensure all central trust policies are compliant and up to date
- Work alongside the central business team to ensure that delivery of day-to-day operation of the trust is efficient and appropriate
- Line manages the Academy Heads and CFO

12. Chief Financial Officer

- Provide financial, personnel and administrative leadership of the trust regarding business operations
- Secure financial probity and value for money including compliance with the Academy Trust Handbook
- Prepare, maintain, and ensure compliance with the trust's Financial Policy to include the communication of monthly management accounts to the chair of trustees and analysis with the finance trustee
- Prepare the budget for the trust, including allocation of funds for centrally maintained services, determining envelope of funding allocated to individual academies
- Report termly to trust board at business focussed board Meetings
- Alongside the HT from each academy and local finance governor, undertake a monthly review of the academy management accounts
- Alongside the HT from each academy and finance trustee, set the annual budget for each academy for approval by the trust board
- Work with the CEO, Heads and trustees to establish the operational direction of the trust
- Ensure all BFLT Financial & HR Central Policies are compliant and up to date (see Appendix 2 for a list)
- Support the Heads in all aspects of financial matters
- Ensure academy HR is well managed in line with agreed processes, with the support of the trust's outsourced HR partner

Appendix 1 - Scheme of Delegation Decision Matrix

Major decisions by layer of governance	Member	Trust Board	E&S Cmte	FA&R Cmte	Trust Pay Cmte	Appeal Cmte	CEO	CFO	Local Boards	HT	Local Pay Cmte
Admissions, Suspensions & Exclusions											
1. Set and approve policy		A	R				R				
2. Oversee annual admissions arrangements in schools									A	R	
3. Notify TB of progress							R		R		
4. Decisions on PAN, class sizes, age range, length of school day etc			A				R		R	R	
5. Appeals									A	R	
6. Review policy – effectiveness and up to date (statutory, regulatory, etc)			A				R		R		
7. Suspensions							R			A	
8. Consider suspended pupil's reinstatement or appeal						A				R	
9. Permanent exclusions						A				R	
10. Permanent exclusion appeals						A				R	
Staffing, Pay and performance											
11. Set and approve policies		A		R	R		R				
12. Set and approve pay scales				A	R		R				
13. Decide annual implementation and awards											
- Trust CEO				A	R						
- Trust staff					A		R				
- Academy HT							R		R		A
- Academy teaching staff										R	A
- Academy non-teaching staff										R	A
14. Appeals									A		R
15. Review policy- effectiveness and up to date		A					R	R			
16. Monitor compliance with the Equality Policy					A		R			R	A

Major decisions by layer of governance	Member	Trust Board	E&S Cmte	FA&R Cmte	Trust Pay Cmte	Appeal Cmte	CEO	CFO	Local Boards	HT	Local Pay Cmte
17. Agreement of job descriptions & terms of employment including appropriate grading for Academy based staff							A	R		R	
18. Authorised to agree/vary employment Terms and Conditions for staff							A	R		R	
19. Appointment of CEO		A									
20. Appointment of Headteachers		A					R		R		
21. Appointment of CFO and senior central team roles		R		A			R				
22. Appointment of other staff										A	
23. Teaching staff performance management and objective setting										A	
24. Headteacher performance management and objective setting							A		R		
25. CEO performance management and objective setting		A									
26. Approval of any restructure plans, severance, settlements or redundancy agreements		A									
27. Issue warnings or other disciplinary measures to academy staff										A	
28. Issue warnings or other disciplinary measures to Executive and Central Team		A									
29. Suspension of academy staff										A	
30. Reinstatement of academy staff						A					
31. Dismissal of academy staff						A					
32. Dismissal, suspension, reinstatement of CEO						A					
33. Dismissal, suspension, reinstatement of Officers and Executive Team						A					
34. Disciplinary Appeals						A					

Major decisions by layer of governance	Member	Trust Board	E&S Cmte	FA&R Cmte	Trust Pay Cmte	Appeal Cmte	CEO	CFO	Local Boards	HT	Local Pay Cmte
Finance											
35. Set Trust and academy budgets including central contributions		A		R			R		R	R	
36. Set financial policy & financial scheme of delegation				A			R				
37. Monitor trust budget				A			R				
38. Monitor academy budget within delegations							R		A	R	
39. Notify TB of out of line / overspend etc							A		R	R	
40. Identify Academy cap-ex priorities and expenditures within delegations							R		A	R	
41. Agree priorities for capital expenditure within delegations				A			R		R	R	
42. Agree priorities for capital expenditure outside delegations		A		R			R				
43. Review Financial Regulations policy- effectiveness, adequacy, compliance and up to date				A			R				
44. Approve and monitor Charging & Remission Policy				A			R	R			
45. Complete annual report, annual accounts & reports to funding and regulatory bodies		R		R			R	A			
46. Approve annual report, annual accounts & reports to funding and regulatory bodies	R	A		R			R	R			
47. PAYE & VAT Returns								A			
48. Appoint internal auditors and agree scheme of work, and response to audit report				A			R	R			
49. Appointment of external auditors	A	R									
50. Response to external audit		R		A							
51. Annual review of Lettings Policy and charges				R					A	R	
52. Investigate issues of financial irregularity		A									

Major decisions by layer of governance	Member	Trust Board	E&S Cmte	FA&R Cmte	Trust Pay Cmte	Appeal Cmte	CEO	CFO	Local Boards	HT	Local Pay Cmte
53. Receive & review Management Accounts		A		R					R		
Premises											
54. Set and approve key policies				A			R				
55. Identify Trust / Academy Link governor				A					A		
56. Establish and premises maintenance/development plan for each school				R				R	A		
57. Oversee / monitor usage, condition etc of premises							R		R	A	
58. Ensure premises meet statutory requirements (H&S, lettings etc)							R		R	A	
59. Set a Critical Incident Plan and Business Recovery Plan							A				
60. Manage risks				A			R		R	R	
61. Review policy – effectiveness and up to date				A			R				
Safeguarding											
62. Set and approve policies			A				R				
63. Identify Trust / Academy Link governor			A						A		
64. Ensure training for all			A				R		A	R	
65. Review effectiveness cross trust			A				R		R		
66. Review effectiveness within academy							R		A	R	
67. Review notifiable events, identify potential risks, trends etc			A				R		R	R	
68. Review policy – effectiveness and up to date,			A				R				
H&S											
69. Set and approve policies				A			R				
70. Identify Trust / Academy Link governor				A					A		

Major decisions by layer of governance	Member	Trust Board	E&S Cmte	FA&R Cmte	Trust Pay Cmte	Appeal Cmte	CEO	CFO	Local Boards	HT	Local Pay Cmte
71. Ensure training for all				A			R		R	R	
72. Review effectiveness cross trust				A			R		R		
73. Review effectiveness within academy							R		A	R	
74. Review notifiable events, identify potential risks, trends etc				A			R		R	R	
75. Review policy – effectiveness and up to date,				A			R				
Strategic Planning											
76. Set the strategy & vision, KPIs & milestones		A					R		R		
77. Growing the Trust and entering new Funding Agreements or legal arrangements		A					R				
78. Review & Amend Articles of Association	A	R									
Governance											
79. Appoint & Remove Members & Trustees	A										
80. Review and amend Governance Structure, Scheme of Delegation & Terms of Reference		A									
81. Appoint/ Remove Chair of Trustees		A									
82. Appoint/Remove Trust Cmte Chairs		A									
83. Appoint/Remove Local Governors (other than those elected)									A		
84. Appoint/ Remove Local Chairs									A		
85. Publish Register of Business Interests		A							A		
School Improvement											
86. Approve targets for educational standards and quality of teaching & learning in the Trust		A									
87. Monitor targets for educational standards and quality of teaching & learning in the Trust			A								

Major decisions by layer of governance	Member	Trust Board	E&S Cmte	FA&R Cmte	Trust Pay Cmte	Appeal Cmte	CEO	CFO	Local Boards	HT	Local Pay Cmte
88. Approve targets for educational standards and quality of teaching & learning in the school									A		
89. Monitor targets for educational standards and quality of teaching & learning in the school									A		
90. Plan, implement & review the curriculum			R						R	A	
Risk Management											
91. Maintain and review Trust Risk Register		A									
92. Maintain and review school's Risk Register									A		
93. Ensure appropriate insurance arrangements are in place							A	R			

Appendix 2 – Delegated Responsibilities of the Education & Standards Committee

The Education & Standards Committee will ensure successful outcomes for BFLT by considering, monitoring and reviewing the following:

Curriculum standards

- The broad educational needs of the pupils attending the trust's academies.
- The curriculum principles which apply to all academies in the trust.
- How curriculum principles are being implemented by academies in the trust and their impact on all pupils.
- Curriculum and quality of education issues for all academies in the trust.
- Enrichment throughout the trust.
- Issues arising from other curriculum areas such as personal, social, health and economic education.

Educational Outcomes

- Pupil achievement and standards throughout the trust against KPIs, with focus on exceptional situations, and also with focus on specific groups such as SEND, disadvantaged, looked after children, and pupils with English as an additional language.
- The quality of teaching and learning throughout the trust, including performance and future performance trends and risks in relation to each academy.
- The trust's overall educational performance by benchmarking across the trust, and with local and national data
- Teaching capacity throughout the trust including the impact of continuing professional development on pupil achievement and standards.
- Current and emerging patterns, trends and risks relating to pupil achievement throughout the trust.
- How collaboration between academies in the trust and more widely is raising pupil achievement and wider outcomes
- Compliance with safeguarding regulation, and consistency of application across the trust.

Governance

- Publication of all required details on the trust's website about governance arrangements
- A consistent approach to trustee and governor recruitment, appointment, onboarding, and professional development to ensure governor and trustee effectiveness
- Regular self-review of trustees and governors to ensure good practice and to identify areas for improvement
- Publication of an annual timetable of meetings and schedule for effective business
- All trust policies within the remit of this committee are current, fit for purpose and applied effectively
- A consistent approach to the management of all trust policies to ensure policy and practice is current, effective, and meets statutory and regulatory requirements
- The governance structure of the trust, its scheme of delegation, and associated terms of reference trust are relevant and fit for purpose
- Successful outcomes from the New Governor or Trustee Appointment and Induction Policy.

Wider outcomes

- The trust-wide approach to ensuring all pupils are given the knowledge, skills and attributes needed to manage their lives now and in the future.
- The trust-wide approach to improving pupils' health, wellbeing and physical literacy.
- The trust-wide approach to building the cultural capital of pupils.
- The trust-wide approach to promoting British values and providing pupils with a global outlook.
- Review admissions arrangements and the code regularly to ensure they are fit for purpose, meet regulatory requirements, and are consistently applied across the trust
- Issues related to pupil discipline such as levels of exclusions across the trust.
- Current and emerging patterns, trends and risks relating to attendance and behaviour for all academies in the trust.
- Current and emerging patterns, trends and risks relating to pupil wellbeing for all academies in the trust.
- Staff work-life balance, working conditions and wellbeing, including monitoring staff absence rates
- Current and emerging patterns, trends and risks relating to staff wellbeing for all academies in the trust.
- Engage with pupils, parents and the wider community in promoting and improving educational performance
- Management of risks that are within the remit of the committee.

The committee will report back to each meeting of the trust board, alerting it to potential problems and significant exceptions to the progress or status of any of the above areas.

Appendix 3 – Delegated Responsibilities of the Finance, Audit & Risk Committee

The Finance, Audit & Risk Committee will ensure successful outcomes for BFLT by considering, monitoring and reviewing the following:

Budget Planning and financial management

- Review an annual budget, ensuring resources are allocated in line with the trust's strategic priorities and curriculum plans
- Present the annual balanced budget to the trust board for approval
- Review and approve a realistic three-year financial plan, taking into account the trust's vision, known risks and opportunities
- Receive the trust's management accounts in order to monitor the trust's cash position and income and expenditure against the approved budget
- Review pupil number estimates (that underpin revenue projections) termly
- provide oversight of the pay committee to ensure pay and performance is effective, equitable, transparent, justifiable and meets statutory requirements
- Ensure that sufficient funds are allocated for staff pay increments
- Review and approve any adjustments to the trust's approved budget (subject to the scheme of delegation)
- Approve expenditure and virements of sums over the amount delegated to the trust's senior executive leader
- Undertake detailed scrutiny and recommend approval of the school resource management self-assessment checklist annually
- Ensure that the trust's financial procedures are complied with
- Monitor spending of pupil premium, PE and sport premium (and other relevant premiums); ensure that funding is spent effectively and is having the intended impact on pupil outcomes
- Ensure compliance with health and safety regulation, and consistency of application across the trust
- Ensure that the trust follows basic procurement rules and achieves best value for money when acquiring goods and services
- Control the trust's financial sustainability
- Review and assess the risks arising from the trust's operations

Auditing and benchmarking

- Oversee and approve the trust's programme of internal scrutiny, audit arrangements and programme of controls
- Evaluate the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks and report this to the trust board
- Assess whether procedures are designed effectively and efficiently, and check whether agreed procedures have been followed
- Receive the external auditors' annual plan, annual report, and accounts and recommend appropriate actions to the trust board in response to the findings
- To review the trust's insurance cover in compliance with its legal obligations.

- Review the auditor's findings and actions taken by the trust's managers in response to those findings
- Ensure timely production and review of the annual report and accounts
- Review findings from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations
- Assess the effectiveness and resources of the external auditor and make recommendations to trustees and members on the reappointment or dismissal or retendering of the external auditor, and their remuneration.
- Review the ratings and responses on the risk register to inform contingency and business continuity planning and the programme of work, ensuring risks and control measures are adequately identified and modified as appropriate
- Review and act upon any issues identified by benchmarking against similar trusts, internal or external scrutiny
- Provide reports for each full trust board meeting, highlighting emerging risks or significant anomalies at the earliest opportunity
- Support development and review of the trust's risk management policy, setting out the framework the trust has adopted for risk management.
- Ensure that risks are being addressed appropriately through internal scrutiny.

Premises and Asset Management

- Receive regular reports from LGBs to ensure adequate maintenance and improvement of the condition of the trust's properties and land, and if agreed upon, include within the trust's strategic development plan and budget forecast.
- Receive regular reports from LGBs to assure that all academy schools' portfolio of property and land is fit for purpose, safe and secure, and meets the trust's statutory and regulatory obligations for the safety and security of all pupils, staff, visitors and contractors.
- Oversee the management of health and safety across the trust. Acting upon any exceptional situations received from LGBs, and include them in the risk register where required for further action and monitoring
- Oversee creation and management of a strategic asset management plan and register, for the efficient use of school's assets, including acquisition, maintenance and disposal.

Community Use and communications

- Ensure trustees and LGB governors have a good understanding of their stakeholder groups, and their needs and wants, using this context to enable fair representation of all communities to the trust and the trust's strategic development plan.
- Ensure Academies and LGB governors engage regularly with stakeholders and act as a point of consultation and representation for their own Academies
- Ensure the trust's provision of facilities for recreation or other leisure time occupation is made known and are used to improve the condition of local residents.
- Determine guidelines for charging and remissions for all chargeable activities undertaken in Academies, including nursery provision, and review regularly the charges levied from parents and carers.
- Make and act on recommendations from LGBs, including trust-wide initiatives into the trust's strategic development plan that will improve outcomes for the trust's community

- Monitor the trust's Charging and Remissions Policy to ensure it is properly and consistently implemented across the trust.

The committee will report back to each meeting of the trust board, alerting them to potential problems and significant exceptions to the progress or status of any of the above areas.